

Winter 1991

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Bryant University

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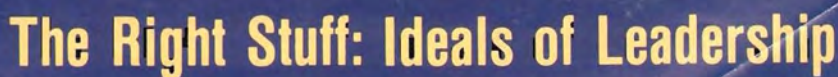
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W I N T E R 1 9 9 1



PRESIDENTIAL PERSPECTIVE



As I write, our students and staff, like Americans everywhere, are deeply concerned with the safety and well being of our men and women in the Persian Gulf. Many have siblings or other relatives, friends or colleagues in the Mideast. Here on campus there have been several forums to discuss the crisis, and individuals and organizations have rallied in support of our forces. Several support groups have been set up for those who need assistance in coping with the stress brought on by the conflict. We are one in the hope that the fighting will be brief and that justice will prevail.

During February we celebrated Black History Month with a marvelous series featuring a broad spectrum of cultural and educational events. A special highlight was the Bryant College Forum presentation by Dr. Alvin Poussaint, a highly respected psychologist, associate dean of the Harvard Medical School, and advisor to "The Cosby Show." Dr. Poussaint's presentation on "Workplace Stresses Generated by Ethnic, Racial, and Sexual Differences" was enthusiastically received by some 350 faculty, students, and local business and community leaders.

Bryant continues to receive significant attention in the national media. An op-ed piece by Professor Jack Rubens of our Finance Department was published in the *Wall Street Journal*. Other Bryant faculty have been quoted recently in the *Los Angeles Times*, *The Wall Street Journal*, *Business Week*, and *USA Today*, as well as the Associated Press wire service, among others.

The fact that Bryant faculty are increasingly sought out for their expert opinions and widely cited in the national press reinforces our belief that we have succeeded in building one of the finest small college faculties in the country. And our academic faculty are not the only members of the Bryant staff being singled out for recognition lately. In late February Professor Archie Boulet, Bryant College golf coach for the past 27 years, was named male coach of the year by the sportswriters of Rhode Island. This came on the heels of his team's winning the Eastern Collegiate Athletic Conference (ECAC) team title and being ranked 16th among collegiate golf teams in the country.

Leadership is the focus of this issue of the *Bryant Review*. Although many words have been spoken and written about it, leadership remains a quality easily recognized but difficult to define. We know what "the right stuff" is when we see it, but how does it fit together?

To aid us in understanding this elusive topic, we enlisted the aid of Professor Ronald Deluga, who coordinates the Learning for Leadership program at Bryant. The editor also talked with outstanding leaders in a variety of fields, from publishing to government and manufacturing to the military. Reading their comments on leadership will provide new insights on this intriguing subject.

This issue of the *Bryant Review* carries notice of the alumni reunion June 7, 8, and 9. "Alumni Celebrate Americana" promises to be a treat for all those attending. We are particularly pleased that trustee John Quinn '87H, recently retired editor of *USA Today*, will preside at one of its seminars. He will be joined by William LeFevre, one of the nation's foremost financial consultants, who is a regular guest on the CBS-TV network and the Financial News Network's (FNN) "Business Tonight." Mr. LeFevre, senior marketing vice president for Advest, Inc., will share his investment insights.

Our reunions are getting better every year, and 1991 promises to be the best yet. I hope that all alumni, and particularly those celebrating their five year anniversaries, will join us on the Smithfield campus during the second weekend in June.

Sincerely,

A handwritten signature in cursive script, reading "William E. Trueheart".

William E. Trueheart

Bryant Review

WINTER 1991

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Alumni Celebrate Americana

Dates have been set for the 1991 alumni reunion weekend, Alumni Celebrate Americana. Activities will begin Friday, June 7 at 4:00 p.m. and continue through Sunday, June 9. For more details, don't miss the special flyer inserted in this issue of the *Bryant Review*.

Photos by Steve Spencer; Illustrations by Karen Callan

Winter 1991
Volume 13, Number 4

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Prof. Santos Deserves Honor

Dear Editor:

The fall issue of the *Bryant Review* contains news that Professor Joseph R. Santos was honored with the Distinguished Faculty Award. I am sure that he is proud of the award. My experience in business would confirm that he deserves it. I learned a lot in his law courses as an undergraduate in 1954 and 1955.

I have signed hundreds of contracts, leases, and agreements, personally negotiated and supervised negotiations of thousands of complex commercial insurance contracts with specialty and unusual risk insurers, been litigation witness, plaintiff and defendant on several occasions. In my business, the law of agency is a critical aspect of doing business. Clarity of responsibilities written in both insurance contracts and contracts of representation are fundamental ingredients and of critical importance. I learned much of the basics, which stay with me today, while sitting in Professor Santos' classes.

I wanted to add this testimonial to his good work as a teacher and my congratulations on his receipt of the award.

Yours sincerely,
James H. Bryson '55

From the Persian Gulf

Dear Bryant Community,

"Hello" from Saudi Arabia. It is a few days before Christmas and the students are home for the holidays while the staff enjoys a nice break before the 2nd semester.

Meanwhile, 8000 miles away, I await what the future in the sand will hold. We are told that 15 January is the deadline for Saddam to reverse his offensive action taken in early August, or face offensive action from UN backed nations.

Here in Saudi Arabia, we pray for peace but continue to train for war. Those of us deployed do not wish to engage in war, but for the principle of justice to all peoples and nationalities, we devote our lives, our honor, and all that we possess.

As Americans, many of us discuss our unknown future with buddies over chow or at tent meetings. Regardless of the tasks set before us, we hope that our fellow Americans

at home will not be separated in interest and divided in purpose. We are here in the sand and will stand together until the end.

Having already passed my first 100 days here, I report that the winter has settled in Saudi Arabia. The nights are in the 40s°F and the days are 70-80°F. I've recently received a winter parka to keep out the chilling desert wind. These temperatures probably sound warm to you, but after 120°F just a few months ago, this is a significant drop.

I hope that everyone had a pleasant and safe winter break. Good luck to all in 1991 and may we be blessed with peace on earth.

Sincerely,
Linda Ysewyn '84
101st Airborne Division
Operation Desert Shield

Kudos for Environmental Issue

Dear Editor:

The Fall 1990 issue of *Bryant Review* was very well done and an excellent job of accurate reporting and writing.

As a member of the environmental industry, it is not very often that I read publications that tell the story as it is.

Congratulations to you and your staff for an excellent publication as well as an outstanding cover.

If possible, I would appreciate about 25 copies of this issue as I would like to send it to leaders of the industry and to our National Association. I am proud of my Alma Mater and would like to share this with my friends and industry associates.

Thanks again for a job well done. Keep up the good work.

Very truly yours,
Joseph Ravalese Jr. '54
Tobacco Valley Sanitation

Dear Editor:

Just received my copy of the "new" *Bryant Review*.

It's terrific!

Congratulations to you and your staff for a job well done!

Nancy Haverstock

Bryant Review is pleased to print signed letters to the editor. We encourage readers to write in and express their views on issues addressed in these pages.

Address comments to:
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Commencement Dates Set

Dates have been set for the 1991 Commencement exercises at Bryant College. The Graduate School Commencement will be held on Friday, May 17, at 4:00 p.m. and the undergraduate Commencement ceremonies are scheduled for Saturday, May 18, at 10:00 a.m. Families of graduates are advised to make their hotel reservations early.



Government for the People More Than Just a Quote for Biology Professor

by Douglas J. Higbee '91

Professor Gaytha Langlois, who has taught the complexities of biology to Bryant students for more than 20 years, firmly believes government should be responsive to people's needs, and she has been acting on that belief for some time. Langlois has been a member of the South Kingstown, RI, Town Council since 1985, serving as an environmental specialist on various issues. Her political involvement arose both from her concern for the plagued environment, and her belief that government should be "for the people."

"I strongly advocate the role of citizens and believe that government should listen to them," says Langlois. "So when people come to speak, even when they yell at you, even if they're rude, even if they are ignorant of how things work, it is your responsibility (as an elected official) to be kind and gracious to them, and to incorporate as many of their ideas as you can. And when you lose a populace that's doing that, the government really goes downhill."

Langlois' first involvement in politics came as a result of a local environmental issue. At the time, she believed the town was going to approve a housing development that would result in the destruction of wetlands along a little salt pond. "I just became enraged that this level of thoughtlessness could occur."

So Langlois prepared her own report for the town council outlining the environmental impact the development would have. As a result of her actions, the developer was denied his building permits. "It was one of the first times that the town council ever voted unanimously on anything," says Langlois.

It was at that point that Langlois began to take an interest in politics. "I went to the town and offered to serve on the conservation commission. They told me they didn't have any openings at that time, but asked if I would like to be on the planning board. So I was on the planning board for six years."

Langlois was also appointed by then RI Governor J. Joseph Garrahy to the State Planning Council in 1981. "I think that provided me with a breadth of understanding about all the aspects of environmental issues."

Then in 1985, Langlois, "out of the clear blue, with no political experience" ran for and was elected to a seat on the South Kingstown Town Council. "I've really, really learned a tremendous amount about how government works," says Langlois about her experience.

Making government more open, more rationally based, and more responsive to the people have been Langlois' goals in public office. "And I think in my own actions I have been able to accomplish that," she says. "Of course, that's an ongoing thing; so as long as I'm involved with public policy and public decision-making, I will keep trying to do those things."

Langlois' encouragement of public participation in government has aided her tremendously in her teaching. "I am able to take those very case studies and translate them into the classroom so that I can convey to my students how it (public participation in government) really works and how they can really have an impact. It's very rewarding to me when my students go out and actually join organizations and take them seriously. It strikes a chord of excitement for me because if the young people of today don't actively get involved, it may be too late for the environment."

Langlois is seeing this involvement on the part of Bryant students—more today than ever before. The biology professor, who received her BA from Eastern Nazarene College and her master's and doctoral degrees from the University of Rhode Island, notes, "When I first began teaching in the early '70s, things were quite crazy. Being a new professor at that time was exciting. Everyone wanted to know why things happened, and how did I know, and where could they find out more."

The Virginia native who grew up in Ohio adds, "But it wasn't too long before that died down and we got into the '80s. I found myself on the side of trying to stimulate interest and get energy going. And, in fact, I was less conservative than my students. Now what I find is students are more practical in their outlook. They ask, 'How can we solve problems? What can be done? How can we make the world work better?' It's more of a pragmatic concern."

Although she enjoys her role in public office, education still is most important to Langlois, who is planning to have four children's books on the environment published this year. "I wanted to contribute to environmental education by designing good curriculum materials. I've done that at the college level, and I've also worked up a high school environmental package that I am going to try and market in some way," she says. "And the reason for focusing on education in that way is that the only way we really change attitudes is to educate children to the attitudes we want them to have. That's why I think we need high quality materials that are scientifically accurate and can be presented in a way that young people can understand and can believe in."

"I want to involve students more and more in real world kinds of things," says Langlois, "so that when they do a paper, they don't just write the paper to get a grade or to meet the requirement, but rather that paper is going to be used to make a decision in some small country in Africa. No one ever says to students, 'Okay, let's use your analysis for a decision.' And I want that to happen."



TAKING STOCK



J. Robert Hillier

Campus Architect, Education Leader Appointed to Board of Trustees

The architect who designed Bryant's Smithfield campus and the CEO of the New England Board of Higher Education were appointed to the Bryant College Board of Trustees at the organization's December meeting. The appointments were effective February 28.

J. Robert Hillier is CEO and chairman of the board of The Hillier Group, Princeton, NJ, one of the largest architectural firms in the country. Hillier, who notes that the Smithfield campus remains the most exciting and important project he ever accomplished, is a registered architect and professional planner.



John C. Hoy

He holds BA and MFA degrees from Princeton University.

John C. Hoy is president and CEO of the New England Board of Higher Education (NEBHE), a regional public policy research organization created by Congress in 1955. Prior to his association with NEBHE in 1976, Hoy served in several administrative posts at Wesleyan University, Swarthmore College, Lake Forest College, and the University of California at Irvine. He has been a member of The College Board for 30 years and has also served on many other educational advisory and policy agencies. Hoy received his bachelor's and master's degrees from Wesleyan University.

Bryant Receives NEASC Reaccreditation

The College has been awarded continued national accreditation by the New England Association of Schools and Colleges (NEASC), the regional accrediting board for educational institutions. The reaccreditation project, which includes an extensive self-study report, took two years to complete. "It was through

the hard work, dedication, and spirit of cooperation of more than 40 of our Bryant colleagues that we were able to complete this task so successfully," said Dean of Faculty/Associate Vice President Michael Patterson in announcing the reaccreditation award.

Bryant Leadership for Transition Committees

Bruce Sundlun '80H, newly-elected governor of Rhode Island and a Bryant College trustee, appointed William T. O'Hara '89H, president emeritus and trustee professor, and Bryant's current president, William E. Trueheart, as chairmen of two of his transition team committees immediately following his election November 6. These committees were formed to advise Sundlun on a variety of issues before he assumed office in January.

O'Hara led an ethics in government committee responsible for drafting a code of ethical conduct for state employees. Trueheart chaired a policy committee charged with translating Sundlun's campaign platform into legislation that ultimately will be presented to the state's General Assembly.

Luncheon Speaker Series Set

The Bryant College Graduate School Alumni Council is sponsoring a Luncheon Speaker Series for 1991. The programs are held once a month through May in Providence, RI.

International business consultant Ira Magaziner spoke on the global economy January 22, and Douglas Schneider, vice president of Elmwood Sensors, shared his exporting success story February 20. George Graboys, president and CEO of Citizens Bank and the Royal Bank of Scotland, will talk on international banking March 20. On April 17, Henry Woodbridge, executive director of the Workforce 2000 Council, will present his insights on that organization. Finally, on May 15, Richard Oster, president of Cookson America, will speak on Rhode Island's Commission 1992. Reservations are available through the Office of Alumni Relations.

TICKER TAPE

■ Timothy M. Sullivan, dean of executive and professional continuing education, was voted president-elect of the National University Continuing Education Association (NUCEA) Region I at the organization's annual conference in October. NUCEA represents 2,100 professional continuing educators at more than 400 higher education institutions dedicated to providing lifelong educational opportunities.

■ Professor Peter Mini's book, "Keynes, Bloomsbury, and the General Theory," was released in November. Also, two of the economics professor's articles were published in *Rivista di Politica Economica*. Their titles: "An Early Statement of the Multiplier" and "Keynes, Bentham e il capitalismo."

■ Athletics Director Leon Drury has been named to the New England NCAA Regional Basketball Selection Committee. Also, Drury was elected to serve for the fourth year on the Eastern College Basketball Association's executive committee.

■ Graduate School dean Janet Daniels presented a paper, titled "Liberal Arts Graduates in a Specialized Accounting Master Program: The Relationship of Personality Type, Attitudes, and Job Performance," at the annual meeting of the American Accounting Association in Toronto in August. Also, another article by Daniels, "Uncapping Faculty Retirement Age: Issues and Responses," was accepted for publication by *AGB Reports*.

Jarvis Fitness Center Dedicated



President William E. Trueheart and Clarence W. Jarvis '36 at the dedication of the new Jarvis Fitness Center.

Bryant's new fitness center was dedicated November 14 in honor of its principal benefactor, Clarence W. Jarvis '36. Jarvis previously served on the Alumni Association Executive Board and has been national chairman of the Bryant Fund and chair of the Jubilee Club. He also received the Distinguished Alumnus Award in 1987.

Jarvis, who had been a Bryant baseball and basketball team member as a student, explained that he "realized the importance of a first-rate fitness center in a first-rate college." After being thanked by trustee Lloyd W. Granoff, Director of Athletics Leon A. Drury,

Student Senator Larry Jasper '91, and President William E. Trueheart, Jarvis modestly informed his audience that "Bryant has done a lot for me in the past . . . So everything I do for the institution and its people is well deserved."

The Jarvis Fitness Center, furnished with state-of-the-art Nautilus machines, various free-weight equipment, and aerobic physical-conditioning equipment, is open nearly 90 hours per week. Approximately 700 students, athletes, and faculty and administration members regularly utilize the facility.

Export Assistance Center Receives Award

In October, the Rhode Island Export Assistance Center (RIEAC) at Bryant received the 1990 Award for Innovative and Creative International Programming from the National University Continuing Education Association (NUCEA) at the organization's annual meeting.

The national award, which honors creative contributions to the success of continuing education and/or community education programs, was presented to Timothy Sullivan, dean of executive and professional continuing education, and Raymond Fogarty '79, director of the RIEAC.

According to NUCEA, "Bryant College has addressed the challenge of improving Rhode Island's export services, increasing export trade, and promoting new export ventures through the creative administration of the RIEAC." NUCEA also commented that the RIEAC is serving as a catalyst for economic development through a "unique model of international trade and continuing education programming."

NUCEA praised the RIEAC's programs, specifically "Awareness '90s," a three-year export training program designed to help businesses open new doors of trade around the world. In 1990, program workshops focused on business opportunities with countries such as Canada, Mexico, Japan, Germany, Portugal, and the Caribbean nations, and also on opportunities for technology exchanges and joint ventures. Almost 1,000 business people attended these forums in 1990.

■ Professor **Richard M. Smith**, department chair of mathematics, has written a book on how to make every student "great" at math. "Mastering Mathematics: How to Be a Great Math Student," is described as a "formula for success," and was developed not as a textbook, says Smith, but as a source for the "friendly advice" and "concrete methods" he has been giving his students. The book is being published by Wadsworth Publishing, Inc., in Belmont, CA.

■ **Carol Word Trueheart** was appointed parliamentarian for the Rhode Island State Senate. She is also serving as a policy analyst for RI Lt. Gov. Roger Begin '76.

■ Marketing Professor **Edward Popper** presented a paper at the 22nd International Congress of Applied Psychology in Japan last summer. Its title: "Disclosures in Multinational Products' Advertising: Problems, Obligations, and Responsibility." Also, he presented a paper, "Comments on Policy Alternatives in the Regulation of Marketing for Cigarettes," at the American Marketing Association's summer conference in Washington, DC.

■ Humanities Professor **Pedro Beade's** article, "Brief Life of a Jeffersonian Individualist: John DosPassos, 1896-1970," has been accepted for publication by *Harvard Magazine*. On sabbatical during the fall semester, Beade spent two months at Oxford University in England completing research for a biography of Roger Williams.

■ Taxation Professor **John J. Connors** recently published *Tax Tips for the 1991 Graduate*. Produced in conjunction with Professor Ken Milani of Notre Dame University, this booklet gives practical hints on a variety of tax problems.

Class Gift Unveiled



(Left to right) Michael Mahrliig '89, chair of the class gift committee, Professor William P. Haas '66H, and President William E. Trueheart.

An impressive 6 1/2-foot-high bronze sculpture commissioned by the Class of '89 as its gift to the College was unveiled at a dedication ceremony November 19. The Class of '86, the Bryant Faculty Federation, and the Parents' Council also provided financial support for this project.

Created by Professor William P. Haas '66H, the work is a polished, dramatically sweeping shape, from one side suggesting a telecommunications disc and from the other the emergence of architectural forms. The center of the sculpture is a broken tablet with cuneiform writing, the oldest written language used more than 4,500 years ago to keep records of trade among the peoples of the Tigris and Euphrates valley. The characters, from the Code of Hammurabi, "speak to two truths, competence and justice. When one is both competent and fair, one succeeds," Haas explained.

The ethics professor, who donated his time and talent, said the sculpture shows that the "history of civilization is inseparable from the history of commerce and that it is still the responsibility of the leaders of worldwide business to protect the legacy of the ages."

President William E. Trueheart remarked at the dedication ceremony that he hoped "to place throughout the campus art of great value and great beauty . . . This piece is a good beginning to that process."

RI Lt. Governor Roger Begin '76 Talks on EC'92 at Alumni Breakfast

Rhode Island Lieutenant Governor Roger Begin '76 was the featured speaker at an alumni breakfast November 9 at the Omni Biltmore Hotel in Providence, RI. Calling EC'92 "the most significant economic event in 50 years," Begin said that many "tough issues" still need to be resolved in transforming Europe into the world's largest unified market. "We'd like to think we could just flick a switch and everything will change, but it won't happen that way," Begin said.

Rhode Island already has extensive ties to Europe since 84 of the state's companies have operations there, Begin noted. Approximately 800 Rhode Island companies are already involved in exports, he said, and there is a "tremendous thirst for information (about exporting) on the part of small and medium size businesses."

Although the New England economy is weakening, Begin added, the region has underlying strengths such as an educated work force, excellent educational institutions, and an ideal location to benefit from the



Roger N. Begin '76

export boom. He also noted that "the fact that the US produces 25 percent of the world's goods and has only five percent of the world's population is evidence that we will remain a world power."

Cardboard City at Bryant Aids Homeless



Phi Kappa Sigma members experience homelessness firsthand.

In an effort to increase awareness of the plight of the homeless, the fraternity brothers of Phi Kappa Sigma spent the night of November 30 to December 1 in a cardboard shelter they erected on the Bryant campus.

In addition to accepting donations at the "cardboard city," the fraternity brothers solicited donations from the Bryant community and area businesses. The funds raised were given to the McAuley House, a homeless shelter in Providence, RI. The fraternity also distributed literature concerning the local and national problem of homelessness.

The Magic of Business ... and Vice Versa



David Kaplan '93

There has always been a certain magical quality about Bryant. But never more so than now with David Kaplan '93 combining his prestidigitation with his business skills. Kaplan, of South Windsor, CT, has been interested in magic since learning a few simple magic tricks at age five. When he was first paid for performing a magic show at age 13, Kaplan realized that magic and business mix quite nicely.

A marketing major, Kaplan, 19, actively uses what he is learning in the classroom to promote his abilities as a magician. Potential audiences can view a four-minute videotape of his skills that includes a performance video, a resume, and a cover letter. "Magic will always be at least a hobby for me," notes Kaplan, who is the son of Connecticut Superior Court Judge Jonathan J. Kaplan '68 and Linda Kaplan.

GMAT Review Offered

The Center for Management Development (CMD) at Bryant has introduced an intensive review program for those preparing to take the GMAT exam. The four session course will be offered Saturday mornings beginning May 4 at the Smithfield campus.

The GMAT score plays a very important role in acceptance to graduate school, and test takers generally do better when they review the material covered in the GMAT in advance. The CMD review course will be taught by experienced faculty using official GMAT materials. Additional information on this program may be obtained by calling 401-232-6200.

Task Force on Alumni Relations Formed

The Board of Trustees has authorized the creation of a task force to examine alumni communications and publications; issues such as organizational and financial concerns; and outreach efforts including reunion programming and chapter activities. The task force, chaired by Rhode Island Lt. Gov. Roger N. Begin '76, held its first meeting January 25. It will continue to meet as needed during the current academic year and will submit a report to the Board of Trustees by December 3. The report will provide an overview of the status of alumni relations at Bryant, identify areas for improvement, and make specific recommendations for achieving these objectives.

Alumni, through their active participation, advice, and assistance, provide valuable perspective and continuity to meet the needs of new generations of students, noted President William E. Trueheart in addressing the first meeting. "Perhaps because of its largely non-residential origins, Bryant lacks the long history of alumni participation common to many residential campuses," he added. "Bryant is poised to enter a new era of active alumni participation, and it is appropriate that we pause at this point to consider our strategies for the future."

The task force includes a diverse group of alumni, some of whom have not been active in recent years. Efforts have been made to assure diversity of membership in terms of class year, major activities, geographic and other characteristics. Members are Ernest A. Almonte '78, '85MST; Susan Marie Bennett '84; Matthew Boland '61; Harris Chorney '73; Eileen Cioe '69; Marie Cote '54; Michael E. Fisher '67; Diane Hayes '88; Donald Lopes '58; Jennifer Proud Mearns '82; Catherine Parente '78, Alumni Association president; Gregory T. Parkos '50, '88H; Melissa Pontikes '91; trustee John Quinn '87H; Edwin Santos '81; Daniel F. Schmitt '73; Kenneth Sousa '87MBA; Walter C. Tillinghast '53, '88H; Steven Townsend '76, '80MBA; Brian Terkelsen '86; Donald Walsh '51; Richard M. Wheeler '74; and William White '91, Student Alumni Association president.

Champlin Foundations Fund Computer Upgrade



Koffler Center computers are heavily used by students.

Bryant College has been awarded a \$100,000 grant by the Champlin Foundations that will launch an upgrade and expansion of computer facilities across campus. The Koffler Technology Center will receive 74 advanced workstations and sophisticated software and supporting equipment. Classroom laboratories will be upgraded with the replaced Koffler computer equipment, and the workstations in the classroom labs will be installed in two freshman residence halls and the Bryant Center to give students easier access to computer facilities.

The Champlin Foundations of Providence, RI, have been providing support for technological enhancements at Bryant since 1984. Several learning laboratories, Bryant's mobile microcomputer training van, and the Koffler Technology Center all have been supported by Champlin, New England's largest provider of private charitable funds. This latest grant brings the foundations' total support to \$775,000.



"If you lead a country like Britain, a strong country, a country which has taken a lead in world affairs in good times and in bad, a country that is always reliable, then you have to have a touch of iron about you."

-Margaret Thatcher



"The question, 'Who ought to be the boss?' is like asking, 'Who ought to be the tenor in the quartet?' Obviously, the man who can sing tenor."

-Henry Ford

The Making of a Leader

Can leadership be learned?

by Professor Ronald Deluga

Are leaders born or made? This question has been debated since the ancient Greeks and continues to stimulate discussion today. Clearly, genetic gifts contribute to leadership ability. For example, social dominance, speaking facility, general intelligence, and a high energy level are traits associated with leadership. Some world class leaders such as President Theodore Roosevelt and Mary McLeod Bethune, our first black female presidential cabinet member, displayed these characteristics when very young and demonstrated effective leadership throughout their lives. In this sense, I would agree that leaders are born and develop at a very early age.

However, some of us also enjoy, for instance, athletic talent that provides an initial advantage. Yet we are all familiar with those athletes who never capitalize on their gifts and their potential remains unfulfilled. So, I believe, it is far more important to cultivate our talents rather than restrict our ideas about leadership to underlying and uncontrollable blessings. In short, effective leadership can be learned.

How can leadership be learned or, a term I prefer, cultivated? It can be cultivated by understanding one's own motivations to lead, actual experience, a general love of learning interacting with a drive toward excellence, and through the experiences of more mature leaders.

First, it seems that a person who has leadership aspirations must conduct an extensive self-assessment; that is, why do you want to lead? What rewards are expected from your efforts? What do you hope to accomplish? Are you prepared to make the necessary sacrifices, work the very long hours (a leader does not only work from 9:00-5:00), and endure the sometimes harsh criticism? In my judgment, these and similar questions must be asked as we step from one leadership position to the next throughout our careers. In other words, cultivating leadership begins with the want and will to lead. One must enjoy the actual process of leading.

Equally important are the leadership opportunities and experiences we have in childhood, high school, college, and adulthood. We learn how to lead by serving as officers in organizations, as captains of athletic teams, and through work experiences. We must be in the trenches and learn to lead by leading. As with anything else, we learn by doing and through practice. By experiencing successful leadership and, more importantly, learning from our disappointments and failures (Henry Ford once said that failure is the opportunity to begin again intelligently), we will cultivate the self-confidence to lead effectively.

Maybe most importantly, leadership experience will provide the leader with what some call "street smarts." What is meant by street

smarts is practical know-how and common sense about managing oneself, others, and the task itself. Several research studies have shown that "street smarts" is more closely related to leadership success than "school smarts," that is, academic performance.

A third way leadership is cultivated is through the continual search for broad-based knowledge coupled with an unyielding desire to improve. This knowledge-excellence interaction results from exposure to a variety of leadership situations, as mentioned before, and through a general love of learning.

A common theme I have found from studying leadership research is that effective leaders throughout history have a never-ending thirst for knowledge; in order to improve, they constantly want to learn about nearly everything. The advantage comes when the leader is confronted with complex and multidimensional problems. The love of learning enables the leader to draw from a vast resource of information which, in turn, facilitates the development of creative solutions.

Author James Michener supports this idea by suggesting that a truly wide-ranging, in-depth education might be best attained by not settling into a specific career until around the age of 30. Prior to 30, Michener argues, the individual should be learning as much as possible about as many different areas as possible. Educational diversity developed from a love of learning is a valuable key to imaginative and visionary leadership.

If one agrees with the contributions the love of learning and the demand for excellence can make to effective leadership, then a strong case can be made for the virtues of a liberal arts education for leadership development. Bryant has always stressed the importance of courses beyond our traditional business curriculum. Training in political science, history, humanities, and in the natural as well as the behavioral sciences strengthens the leader's overall wisdom.

Lastly, I do not think I can overemphasize the value of having a mentor, or better yet, a series of varying kinds of mentors throughout a career, in learning to lead. So much of leadership cannot be readily put into words, but exposure to exemplary and seasoned mentors can have a vital influence on future leaders. By observing living examples of leadership, the nuances of leadership can be learned vicariously.

Beyond mere observation, however, a mentor also serves as a confidant, sounding board, critic, promoter, and friend. A mentor lends a guiding hand in helping the less experienced leader understand an organization's culture and can pass along critical knowledge (e.g., "street smarts") that has been obtained through years of experience. I believe that regardless of our level of leadership experience, we can always learn from mentors.

I recently read a book examining the personal careers of Nobel laureates. How did they earn the Nobel Prize? What made the laureates different from others? In most cases, the young scientists or writers actively identified, sought out, and learned from the best in their fields, usually other recognized Nobel laureates. My point is that aspiring leaders likewise need to initiate and forge mentoring relationships with established, skilled leaders. Learn what you can from the best.

Getting back to the opening question, can leadership be learned?, my answer is a resounding yes! Leadership can be cultivated by continual self-assessment and examination of why leadership responsibilities are sought. Are the motives consistent with the real needs of the individual, followers, and organization? Does the individual enjoy leading? Actual leadership experience must be encouraged; we often learn best by doing. Next, a love of learning triggered by a determination to achieve excellence will help ensure creative answers to difficult issues. Finally, profiting from the wisdom of more experienced mentors will inspire and fortify aspiring leaders.

An action packed and challenging career awaits those who wish to respond to our unending need for effective leadership.



A member of the Bryant faculty since 1981, Ronald J. Deluga has an extensive teaching and administrative background. An associate professor of psychology, he is also coordinator of the Learning for Leadership program at Bryant, an interdisciplinary program that stimulates leadership development.

Deluga's research interests center on organizational behavior modification, interpersonal influence strategies, and the politics of leadership. His research has been quoted in Fortune and in various other publications.



"I don't know the key to success, but the key to failure is trying to please everybody."

-Bill Cosby



"Men make history and not the other way 'round. In periods where there is no leadership, society stands still. Progress occurs when courageous, skillful leaders seize the opportunity to change things for the better."

-Harry S. Truman



Leaders in the New Order

by Jeannine Wilson

One thing seems very certain as we move deeper into the '90s: the challenges ahead for American businesses will be greater than anything they have experienced in the past. To develop some insight about the kinds of leaders corporate America will need in the years ahead, we talked with three Bryant alumni who are leaders in their fields, two from industry and one from the public sector. Although they represent different generations and varied perspectives, this notable group had many similar views on the type of leadership American companies will need as we prepare to turn the corner on a new century.

First and Fastest

Without a doubt, one of the constants of the new century will be change. Technology has speeded up the pace of change to such a degree, observes Richard Haines '65, president of Maytag Company, a subsidiary of Maytag Corporation, that "change will be more the rule than the exception."

Haines, who is responsible for the corporation's Maytag and Admiral appliance lines, believes that "management skills alone will not be enough for corporate leaders to meet the needs of the rapidly changing environment. Doing more of what we did in the '70s and '80s will commit us to failure." He points out that tomorrow's CEO will have to "initiate change, not wait for it to happen."

Not only must business leaders initiate change, but response time will be "very critical in gaining and maintaining a competitive position." Haines explains: "You have to get there first and fastest."

critical in gaining and maintaining a competitive position." Haines explains: "You have to get there first and fastest."

How does a CEO lead his or her organization to change, to get there first and fastest? "You have to have a vision or direction for the enterprise, you have to believe in that vision, and you have to drive that vision until it takes shape and happens," explains the appliance executive and former Bryant Student Senate president.

The CEO has to be "constantly exploring uncharted waters," notes Haines, to "identify those areas of opportunity that are consistent with the organization's business plan, then move forward and do it, because the failure to move forward quickly means that you will have to follow somebody else." Quoting Rosabeth Moss Kanter '86H, Haines says, "Sometimes the competitive advantage is a 15-minute head start."

And the stakes are high in today's rapidly moving corporate environment. Haines points out that a few years ago there were 20 appliance manufacturers in the US, today there are five. Similarly, a small number of large retailers now dominates the retail appliance business.

The garment industry, like the appliance industry, is going through changes that will be tough on some companies. Smaller manufacturers and those who have been "living off their fat for the last 18 months" will be disappearing because they won't have the funds to last through the long term, says Mano Howard '80, president and CEO of Bend 'n Stretch, Inc., a Hialeah, Florida-based producer of children's clothing.

It's sink or swim for a lot of people, Howard explains, because companies that aren't solid won't be able to maintain their inventories (in the slow economy) or meet the increasing demands of chain stores and other retailers who want help with advertising expenses and other considerations from manufacturers.

Howard agrees that succeeding in the next century is going to involve change—the status quo won't do. And tomorrow's CEO will need to understand what the company's long term needs are, adds Howard.

"I'm on the younger side, so I have a different perspective than some of my peers,



Richard Haines '65
President,
Maytag Company

"Workers need a greater sense of ownership in what they're doing. These people have some fantastic ideas; all we have to do is ask them."

who don't want to rock the boat," says the manufacturer. "But in the Orient (where much of his competition originates), they're not looking at this month or next year, they're looking at five years down the line.

"No matter how good I am, I'm never good enough, never cheap enough," says Howard. "I have to look at a product and find a better, cheaper, more efficient way of doing it."

Howard's company sells its own Baby Luv line of infant wear as well as private labels to chains such as J.C. Penney, K-Mart, and Sears. The company also manufactures products for major apparel lines such as Izod, Playskool, Champion, and others.

The Bryant alumnus is the third generation president of the family business founded by his father and grandfather in 1978, and he

has strong views about the CEO's role as leader of the company.

"The CEO is the person who has to make the decisions," says Howard, "right or wrong. If it's wrong, regroup and correct it. The greatest CEO is the one who can detect when he has made a mistake and correct it rapidly."

A recent Bryant alumnus, Gregory Massad '90, the youngest mayor in the US, believes a CEO needs a "blend of vision and management skills." Massad was elected mayor of New London, CT, last November at the age of 23, while still a student at Bryant. He had already served two years on the New London City Council.

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"Vision without implementation is nothing. You have to know where you want to go, but you need the management skills to put your plans into effect," says Massad, who is now pursuing a law degree at the University of Bridgeport. "The best managers are those who have a broad knowledge of many areas and good communication skills combined with an entrepreneurial spirit." An entrepreneurial spirit, the ability to see things differently, and the willingness to take risks are what set the real leaders apart, he says.

Moving Forward Together

For a company to get there first and fastest, everyone in the organization has to be moving forward together. "If you have a couple of people going in a different direction, the results will be less than desired," observes

Haines. Everyone needs to understand the vision and his or her place in it.

Maytag encourages communication among all levels of employees by providing opportunities for everyone to have input into the company's business plan, through informal small group meetings where Haines shares information about how the company is doing with employees who are celebrating their service anniversaries, and through focus groups that allow employees to make recommendations on various issues raised in biennial opinion surveys.

"The traditional role of the worker is changing. He's becoming a partner in the business," says Haines. "His thoughts are important and you need to allow him to share his ideas to make the company more effective. Workers need a greater sense of

ownership in what they're doing. These people have some fantastic ideas; all we have to do is ask them."

Haines adds: "The worker needs a way to express his feelings and emotions because work is more than a job, it's a place for achieving common goals."

Massad believes that "companies whose management relates well to their employees are better companies and make better products." He also believes this axiom holds true for government.

"Successful government leaders in the future will be those who identify with the people rather than practice old style partisan politics," says Massad. "Problems are becoming more complex, and politicians need to be out on the street with people, not in back rooms making deals. The same is true of business executives."

So the successful CEO will need to be a man or woman of the people, who shares a common goal with fellow employees. And they will move toward this goal or vision together because they all had a part in the decision-making process and feel a sense of ownership in the organization.

Howard disagrees that every employee should be involved in setting the goals, but each one must know how he or she fits into the vision. "Employees will never see the big picture, that's the CEO's job," explains Howard. But, he says, "One of the CEO's most important qualities is to be able to find the right person for the job, and then make sure that person understands what his or her job is and what the goals are. The CEO has to be able to delegate effectively and make sure his employees pick up the ball and run it all the way through."

Howard points out that in today's tight economy, "You have to get the job done with fewer people, and that requires a loyal work force. Loyalty is something you can't buy," he notes, "it comes through respect. I wouldn't ask anybody to do anything I wouldn't do, and that includes sweeping floors."



Gregory Massad '90
Mayor,
New London, CT

"Problems are becoming more complex, and politicians need to be out on the street with people, not in back rooms making deals. The same is true of business executives."



**Mano Howard '80
President and CEO,
Bend 'n Stretch, Inc.**

"You have to get the job done with fewer people, and that requires a loyal work force. Loyalty is something you can't buy, it comes through respect."

At Home in the Global Village

Whether tomorrow's CEO is head of a multinational corporation or a small town company, he or she will need to be at home in the global village of the 21st century.

Howard, whose company has 2500 employees, all but 260 of whom are located in the Dominican Republic, believes that "economic wars" will replace military wars in the years ahead. He has worked in seven different countries, he says, and each country has its own way of doing things. "You have to be aware of these differences. Just the tone of your voice can get people upset (in some countries)."

American companies should work to improve their positions in other countries, Howard says, "but unless you buy a company, speak their language, live in the country, and live the way they do, you will never be accepted."

Although he is not personally responsible for the foreign manufacture or marketing of products, says Haines, he certainly recognizes that the world is shrinking. And even such an American institution as Maytag Company, which formerly used only American made parts in its products, is now "not excluding sourcing of components or materials from off-shore. We're finding quality available off-shore and those people are competing for our business, causing us to have a global perspective."

Tomorrow's CEO needs to "become intellectually involved in the global market and develop an understanding of the political, socioeconomic, and cultural issues that will affect a company's ability to do business abroad as a seller or procurer," Haines adds.



Student Leaders Share Their Views

What do Bryant student leaders believe will make them successful leaders in the future? Here are their views on the key ingredient for effective leadership.

"Organizing the resources you have at your disposal — whether human, knowledge, or material — and making the best use of them to accomplish the tasks at hand."

Michael Boyd '92
Editor-in-chief, *Archway*

"A clear mind and a clear set of goals, combined with a lot of hard work and dedication, to help you earn the respect of your peers so that they will be willing to follow you."

Brian Paquette '92
President, Greek Presidents' Council

"To be a successful leader, you have to be able to communicate with many different people. If you don't communicate effectively, nothing gets accomplished."

Lynn Rist '91
President, Class of '91

"A successful leader has to be able to think divergently, to pull from many different resources, to see relationships that aren't obvious to others in order to make the best decisions."

Mark St. Pierre '92
President, Student Senate

"A successful leader has to have clear goals and be able to communicate them to different kinds of people at different levels so they can work together."

Cairra Xavier '93
President,
Minority Business Students Association

Overcoming Barriers to the Top

by Jeannine Wilson

Demographic researchers tell us that the majority of new entrants to the work force in the coming years will be women and members of minority groups—two segments of society that have had difficulty achieving leadership positions in the past. Despite the obstacles in their paths, many true leaders beat the odds and prove their mettle in various arenas. The two Bryant College honorary degree recipients profiled here share their experiences and insights on overcoming barriers to the top.

Brigadier General Gail M. Reals '85H

When Gail M. Reals '85H joined the US Marine Corps at 19, she never dreamed that she would someday become the first woman Marine promoted to general. She was introverted, she says, and wanted to develop self-confidence. And she was looking for a way out of the small town in Upstate New York where she had grown up. Joining the US Marine Corps seemed to be the perfect solution.

Reals, who was commencement speaker and received an honorary degree from Bryant in 1985, had enlisted for a three-year stint in 1954, and expected that would be enough. But when at the end of her first enlistment, "They told me I could go to Paris for two years," says Reals, she couldn't say no. After that tour, she was asked if she wanted to apply for Officer Candidate School, and her military career was decided.

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Earl G. Graves '83H

Historically, the greatest obstacle to success for minority businesspeople is access to capital, remarks Earl Graves '83H, who now heads a highly successful publishing business and recently purchased a multimillion dollar Pepsi-Cola franchise.

"It's very difficult to convince banking institutions to lend you money (to start a business)." The entrepreneur quips, "The problem diminishes after you have some success. Then you get to know the chairman of Chase (Manhattan) and the chairman of Bankers Trust, and they're happy to lend you money. All you have to worry about is paying them back."

When Graves graduated from Morgan State University in 1958, opportunities for educated blacks were limited. "There were not a lot of corporations knocking on your door in those days," says the Bryant College honorary degree recipient. So he decided to make his own opportunities.

There were certainly many obstacles to overcome on his way to the top, Graves admits, but he was able to surmount them because he could sell himself.

"People buy people. They invest in you because they think you're worth investing in. That's why Pepsi decided to sell me the franchise," notes Graves who recently acquired the \$60 million Pepsi-Cola franchise with basketball great Earvin (Magic) Johnson of the Los Angeles Lakers. The

(continued on page 15)

Alumni Celebrate **AMERICANA!**



Annual Reunion Weekend
June 7, 8, 9, 1991

Friday, June 7, 1991

- 4 p.m. - 9 p.m. **Check-In**
Cardarelli Information Center, Unistructure
- 5 p.m. - 7 p.m. **Welcome Back Party for All Alumni**
Make this your first stop because this is where alumni will gather for a bit of refreshment and relaxation
- 6 p.m. - 9 p.m. **Aloha! Luau**
Sponsored by the Class of 1966
All alumni gather under the tent for an authentic taste of Hawaii
- 7 p.m. - 9 p.m. **50th Golden Anniversary Dinner**
Featuring ethnic foods for our honored alumni of 1941 with special guests President and Mrs. William Trueheart
- 7 p.m. - 9 p.m. **Country Comfort Welcomes the Class of 1986**
Space is limited . . . Be sure to register in advance!
- 9 p.m. - 1 a.m. **Hollywood-style Wild Video Dance Party!**
Class of 1986 is your host
Cash bar and refreshments
- 9 p.m. - 1 a.m. **"Born in the USA"**
Hosted by the Class of 1981
All your favorite tunes from yesterday and today spun by a DJ
Pizza included; cash bar available
All alumni welcome.

Saturday, June 8, 1991

- 7 a.m. - 10 a.m. **Old-fashioned New England Breakfast**
Guaranteed to stick to your ribs!
- 8 a.m. - 7 p.m. **Check-In**
Cardarelli Information Center, Unistructure
- 9 a.m. - 12 p.m. **Deli Grille open for light breakfast fare**
- 9 a.m. - 4 p.m. **Campus tours and bookstore browsing, admissions information**
- 9 a.m. **USA Today**
John Quinn '87H, recently retired editor of **USA Today** and executive vice president of Gannett News Service, will share his lifetime of experiences as a journalist and his views on ethics in the media. The Rhode Island native started his newspaper career as a copy boy for the **Providence Journal-Bulletin** in 1943 while a student at Providence College and rose to become editor of the largest circulation daily in the US. As colorful as the newspaper he edited, this entertaining and perceptive speaker is not to be missed.
Open to all reunion attendees . . . following the **Alumni Association Annual Meeting**

An à la carte menu will be available from 6 - 9 p.m. on Saturday.
Additional activities, entertainment, and seminars will also be offered free of charge.

Saturday, June 8, 1991

11:30 - 2 p.m.

Loyal Guard Luncheon

A bit of Southern charm for the classes of 1900-41
'41 alums are our guests!

12 Noon

Country Fair

By the pond

A real down-home barbecue — time to kick back and sit a spell,
sponsored by the Class of 1956.

2:00 p.m.

USA Tomorrow

Investment strategist William M. LeFevre, senior vice president/market
strategy for ADVEST, INC., will tell you how to survive this economic crisis.
Mr. LeFevre appears on CBS Network radio and FNN's Business Tonight as
well as covering the annual Economic Summit of the seven industrialized
nations for radio and TV.

A fascinating speaker, a timely topic . . . don't miss this opportunity.
Free tickets available to reunion attendees at the registration desk.

5 p.m.

Capitol Cocktails

A presidential reception for all alumni to honor the 1991 Alumni Award
recipients; cash bar

7 p.m.

Dixieland Dinner

For all alumni. Ticket price includes your choice of fish or steak PLUS
Manhattan Madness and our **New Orleans French Bistro**.

9 p.m. - 1 a.m.

Manhattan Madness

Top 40 tunes for dancing, international coffees, New York cheesecake

9 p.m. - 1 a.m.

New Orleans French Bistro

Co-sponsored by the Classes of 1961 and 1971

Top off a relaxing evening with a piano bar and exquisite French pastries

Sunday, June 9, 1991

8 a.m. - 11 a.m.

Southwestern Brunch with the faculty

Made-to-order crepes, Tex-Mex omelets, and more!

9 a.m.

Ecumenical service

8 a.m. - 12 noon

Check-out

Cardarelli Information Center, Unistructure
Turn in your keys

St. Peter

Bourbon

Registration Form

Please fill out and return by May 17, 1991, to Donna Harris,
Bryant College Alumni Office, 1150 Douglas Pike, Smithfield, RI
02917-1284. Please make your check payable to BRYANT
COLLEGE. **There will be no refunds after June 1, 1991.**
For additional information, please call 401-232-6040.

Name _____ Class Year _____

Address _____

_____ Daytime phone _____

Preferred name for nametag _____

Guest's name _____ Class Year _____

Guest's preferred name for nametag _____

Please sign up for all the events you wish to attend:

| | | |
|---|-----------|------------------------|
| Welcome Party | \$ n/c pp | X _____ = \$ _____ N/C |
| Aloha! Luau | 15 | X _____ = \$ _____ |
| Country Comfort | 3 | X _____ = \$ _____ |
| 50th Class Dinner | 10 | X _____ = \$ _____ |
| Born in the USA | 7 | X _____ = \$ _____ |
| Video Dance Party | 15 | X _____ = \$ _____ |
| New England Breakfast | 8 | X _____ = \$ _____ |
| Loyal Guard Luncheon | 10 | X _____ = \$ _____ |
| Country Fair | 15 | X _____ = \$ _____ |
| Capitol Cocktails | n/c | X _____ = \$ _____ N/C |
| Dixieland Dinner | 30 | X _____ = \$ _____ |
| <input type="checkbox"/> Beef <input type="checkbox"/> Fish | | |
| (includes Madness & Bistro) | | |
| Madness & Bistro only | 15 | X _____ = \$ _____ |
| Southwestern Brunch | 12 | X _____ = \$ _____ |

Housing:

(Includes bedding,
towels, maid service)

| | | |
|-------------------------------|-------|--------------------|
| Friday, June 7 | 15 pp | X _____ = \$ _____ |
| Saturday, June 8 | 15 pp | X _____ = \$ _____ |
| SAVE! Stay both nights | 25 pp | X _____ = \$ _____ |

Method of Payment

Check enclosed _____ MasterCard/Visa # _____
(circle one)

(Signature) Expiration Date _____

day night only at the Deli-Grille in the Bryant Center.
arge. A complete schedule will be sent with your registration confirmation.

Return to:
Donna Harris
Bryant College Alumni Office
1150 Douglas Pike
Smithfield, RI 02917-1284

Register by May 17, 1991.

1991 HONOREES

Distinguished Faculty Award
Ronald Deluga, professor of social science

Distinguished Alumnus Award
Raymond W. Fogarty '79

Nelson Gulski Service Award
Daniel F. Schmitt '73

Reunion '91 Committee

Elvira (Cardarelli) Knight '26
Roland P. Talbot '39
Alice (Hines) McLaughlin '41
Dorothy (Hines) O'Connell '41
Lucille (Gotsell) Killiany '46
Donald F. Walsh '51
Solomon A. Solomon '56
Charles O. Kingsbury '56
Matthew J. Boland '61
Brian D. Drought '66
Karen (Deyermund) Drought '66
Mark J. Pechak '71
Alan S. Wardyga '77, '84MBA
Ernest A. Almonte '78, '85MST
Catherine (D'Acchioli) Parente '78
Nicholas J. Puniello '80
Paul E. Connery '81
Jeffrey A. Ferrante '81
Theresa B. Mills '81
Donna (Acciaro) Scanlon '81
Robert J. Sousa '81
Coleen J. Pace '84
David A. Shultis '84
Andrea (Stecewicz) O'Neil '85
Melissa Robinson-Healy '86
Michael T. Langlois '86
Jill C. Marquardt '86
Deborah (Sheftic) Pasquarella '86
Craig F. Sonsire '86
Wendy (Skomars) Sonsire '86
Brian J. Terkelsen '86
Deborah J. Tobias '86
Diane C. Vendetti '86
Sherri H. Sigel '89

(Reals . . . continued)

During her more than 35 years of service in the Marine Corps, Reals graduated as the only woman officer in the Naval War College Class of 1981, directed the Marine Manpower Plans and Policies Division, and completed her military career as commanding general at the Quantico (VA) Marine Base. Along the way, she became a symbol of leadership for women Marines.

But the road to the highest levels of an organization that, for many, symbolizes the macho male was not without obstacles, and there were sacrifices along the way. Although her rise through the ranks was more a labor of love than a bitter struggle, Reals declares, "I worked for a lot of good people, and I was very lucky. But I also worked awfully damn hard. And I know what it took for me to do it."

Reals had to deal with two types of barriers in her climb to the top of her profession—organizational and attitudinal. The Marine Corps itself is very "operationally-oriented," says Reals, and the "ladder is very circumscribed." Women can now be found in just about every area of the Marine Corps except combat, which is prohibited to them by law. But because of the organizational ethic, combat areas are the most densely populated. As a result, opportunities for women in the Marine Corps are limited, and they are never able to achieve the wide experience in the operational areas they would need to prepare them for the highest positions in the organization.

The attitudinal barriers were even more pervasive, explains Reals. "The barriers were more due to certain attitudes or beliefs about what we could or couldn't do." She adds, "I always got frustrated with people making judgments about my capabilities and telling me what I couldn't do. I had to constantly push to get people to give me a crack at it. It was a constant battle of trying to convince people you could do it. Those kinds of barriers still exist."

Men don't realize how much change women have to go through, Reals points out.

"Compared to men, women have to make about 99 percent of the adjustment to become fully integrated into military life." Developing leadership skills by emulating other military leaders is "almost like translating it from

another language into your own situation." For example, you have to decide what you can use instead of physical presence to exert influence over others, she says.

(continued on page 16)

Graves believes sales ability is something people are born with. "You have to believe in yourself to be able to sell something," Graves explains, and he has always believed in himself.

Following graduation from college and a two-year stint in the US Army during which he became a captain in the famed Green Berets, Graves went into the real estate business where he "did very well."

While working for Senator Robert F. Kennedy from 1965 to 1968, Graves met many people who would be helpful to him later in his career. Following Kennedy's assassination, Graves left government service and started a management consulting firm to advise corporations on urban affairs and economic development. His clients included governmental agencies as well as major multinational companies.

In 1970, Graves founded *Black Enterprise* magazine as an outgrowth of his management consulting operation. A business service publication, *Black Enterprise* is targeted to upscale black professionals, executives, entrepreneurs, and policy makers in the public and private sectors. The highly successful monthly magazine has a guaranteed circulation of 230,000. It is sold on newsstands nationwide and is carried on board most major airlines.

(continued on page 16)

(Graves . . . continued)

nationally recognized authority on black business development, who is looking forward to "a pretty exciting time" with his new venture, owns two-thirds of the Washington, DC, area business, the largest minority controlled Pepsi-Cola franchise in the US.

(Reals . . . continued from page 15)



Brig. Gen. Gail M. Reals '85H

Reals concedes, "The stereotype of women in the military is of someone who has had to acquire a masculine way of doing things, someone who is tough and domineering. I prefer firmness with understanding. No one

ever accused me of not being able to make a decision." The woman general also comments, "I don't think there's anything wrong with the word feminine. In fact, I think it's a compliment."

Reals adds that she "needed something of a thick skin to survive in the early years." But developing a thick skin without becoming hardened is something of a delicate balancing act, she says. She is proud of the fact that she was able to accomplish that and succeed with her "identity intact."

But the biggest barrier to success for women in military life, says Reals, is "paying the price that comes along with it." The model of the successful Marine is one of almost total dedication, she explains, and that includes separation from family. Women in many cases are very capable, Reals says, but they put a higher priority on marriage and family considerations. "Many talented women step aside along the way." Either they decide not to pursue a military career or they decide their career will be secondary to their husband's and pass up assignments that would be "career enhancing" for those reasons.

Connected with many women's attitudes

about career versus family priorities is their "view of their place in society." Explains Reals, "Even in these days, women see themselves more in a support role instead of leading the charge . . . Women still sell themselves short." She adds that "women have been brainwashed to throw away their God-given talents," and there will have to be a "dramatic change in the way women view things" before this barrier comes down.

Reals is still concerned that most of the examples in leadership textbooks are men. "They still haven't put women in them," she says, making it difficult for young women to find role models.

The retired general, who is now a sought-after speaker, chairs the Northern Virginia Women's Political Caucus, and was appointed to the Virginia Attorney General's Task Force on Domestic Violence, sums up her convictions about female leadership:

"Women can lead just as well as men and in some cases bring an added dimension. Just because we get there by a different route doesn't make it bad. I'm a firm believer that a combination of approaches to a situation is the best way to reach a solution."

(Graves . . . continued from page 15)



Earl G. Graves '83H

Graves was born in Brooklyn, NY, in 1935. His father was a shipping clerk whose own parents had been born in Barbados, West Indies, where "if you don't own something,

you're nobody," Graves says. His parents stressed the importance of working hard, getting an education, and owning something.

His parents' teachings had an effect on him, notes Graves, and he always worked while going to school. An entrepreneur from an early age, he sold Christmas cards to buy his first "big" bike and ran a gardening and landscaping business while attending college.

From greeting cards to publishing, management consulting, and now soft drinks, Graves has built empires. Along the way he was named one of the 10 most outstanding minority businessmen in the country in 1972 by President Nixon and one of *Time* magazine's 200 future leaders of the country in 1974.

Today Graves serves on the boards of directors of Chrysler Corporation and Rohm & Haas Corporation. He is chairman of the Black Business Council, an advisor to the US Department of Commerce, and a trustee of the Council for Economic Development.

The tireless business and community leader takes his responsibilities as a role model for younger minority members seriously and has

been very active in Scouting, currently serving as the National Commissioner of Scouting and on the Executive Board of the National Office of the Boy Scouts of America. Graves believes it is important to instill pride and a sense of accomplishment in children by maintaining a loving and supportive environment for them.

In his December 1990 column in *Black Enterprise*, Graves tells his readers, "Perhaps returning to the basic values of family unity, family caring and family sharing is the most appropriate gift we can give our children . . . We must strive to return to our past . . . a time when our forebears exuded dignity and self-respect despite living in a climate of institutionalized racism, often with little or nothing in the way of material pleasures."

Graves "assumes there is racism in the world," he says, so you have to "keep your guard up." But he also explains that he "approaches things in a very optimistic way." You have to see that the glass is half filled and not half empty, he notes. This characteristic optimism and determination have paid big dividends for Earl Graves.



Surviving the 1991 Recession

by Professor Chantee Lewis

Across the United States, hard times are causing major problems for thousands of people. Businesses and banks are failing and companies are announcing massive layoffs, provoking panic in some areas. But financial survival during difficult economic times depends on making the best possible decisions and avoiding panic and overreaction.

How long a recession?

New England is definitely in a regional recession, and it's been in one for several months. In fact, in November 1990, on an annualized basis Rhode Island had a negative GNP of 5.5 percent.

Since World War II the average recession has been getting shorter, and the most recent ones have lasted about 11 months. But New England has several extra problems this time. Banks are in a state of shock and real estate is overbuilt. In addition, the area's industrial base is suffering because there have been large cuts in the defense industry, high tech is slowing down, and we have high energy costs. This means our local recession could last for several years, while Texas, the state of Washington, parts of the Midwest, and

some cities like Buffalo, NY, are growing or have few to no economic problems.

If a Bryant student or alumnus came in and asked my advice about taking a job in Texas or looking for one in Cranston, I'd recommend that he or she go to the parts of the country that are growing. If you're going to stay in New England, you have to be prepared to manage with hard times for quite a while.

If we don't have any more adverse shocks (major Middle East War, additional local major bank failures, etc.*), we may be near the bottom of the downslide, and by 1992 we could see signs of improvement in New England, except for the defense industry and commercial real estate.

(continued on page 18)

***Editor's Note:**

This article was written prior to the outbreak of war in the Persian Gulf.

(continued from page 17)

Planning for survival

After you accept that we are in a recession for at least all of 1991, I suggest the following seven planning steps that should be modified to fit your individual goals and tolerance for risk.

1. Protect your career.

Keep your performance high, add new skills, consider new training choices, increase your value to your employer. (At Bryant our MBA program should do well.) Safeguard your earning power with disability and medical insurance.

2. Build up your savings.

Increase your liquidity and bring down your debt. How much savings should be enough? The experts in this area feel you should be a miser—no dining out, trips, vacations, etc., until you have at least two months' hard times savings and probably you should have savings that can handle rent, food, and other key payments for at least six months. Cash is king!

3. Get control of your debt.

You may be on the edge of a crisis if you have an expensive mortgage taking more than 25 percent of your gross income and other debt bringing your combined debt payments to more than 35 percent of your total income.

Recession tends to flatten out future earnings making debt a greater problem. Reduce your debt as much as possible while you have steady employment. Eliminate credit-card debt (It has an average cost of 18 percent and none of it is tax deductible any longer). Think about giving up credit cards and get credit counseling. Stop buying nonessentials such as holiday gifts, fancy clothes, and take-out food. Take a bag lunch to work.

4. Review the housing market for opportunities.

If it makes sense to remodel rather than sell your home, do so. If you have extra time, upgrade your house with your own hand. If you're a first time buyer, you're now seeing the best real estate opportunities in 10 years and interest rates are falling. If you already own your home, maybe you should refinance the mortgage. Convertible ARM mortgages look better than fixed rate mortgages. But one note of caution, if you're thinking about a house upgrade or purchase. How secure is your job? Do you have an emergency fund? Can you meet the mortgage payments without a raise?

5. Review your tax situation.

Is your withholding enough to avoid penalties? Should you use an equity loan on your house to pay off your car debt? Are Series E bonds a good way to defer income for your children's education? Are you making

the best use of IRAs, 401Ks, etc? Modify your withholding schedule so that you don't have a refund at the end of the year (IRS does not pay interest unless they're late in sending you your refund). Investigate the tax strategies listed in such books as "Arthur Young Tax Guide 1991."

6. If you hold stocks and bonds, do not sell rashly.

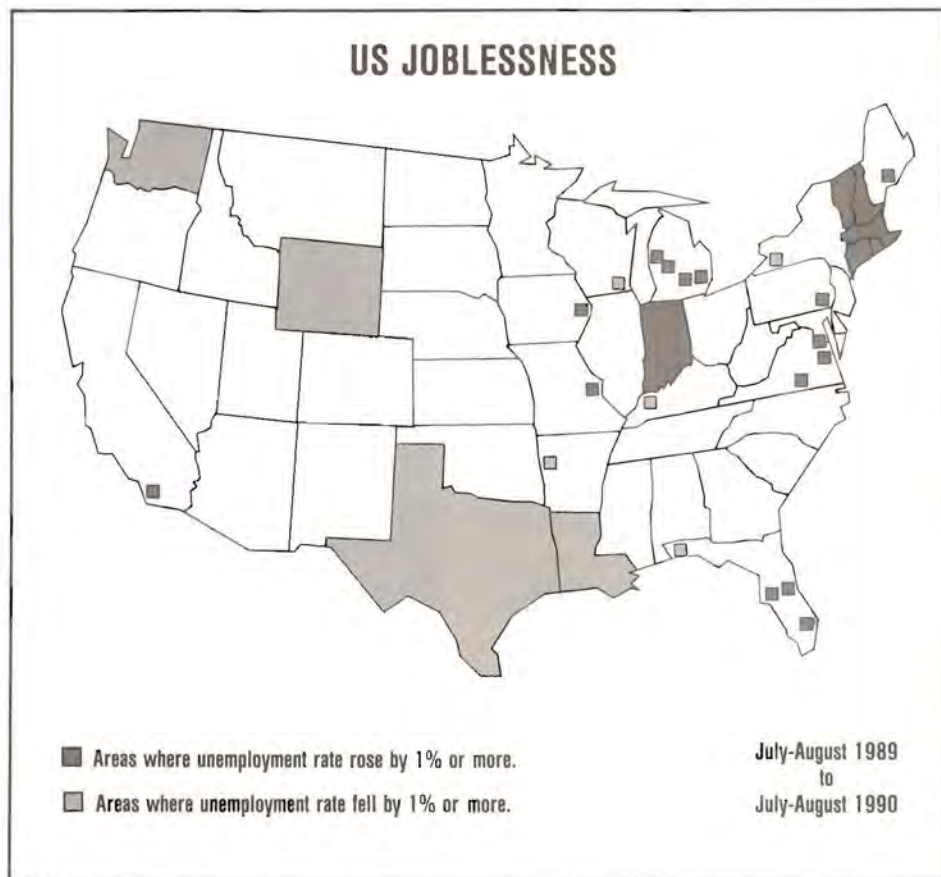
Review your situation versus your long term goals. Prioritize the assets you could sell. In general, sell depreciated securities first (should have been done in December 1990 as a tax strategy). You can claim up to \$3,000 annually as a taxable loss. Market timing is difficult to do; it's better to arrange your investments so that every new crisis does not provoke a new headache.

You may want to fill your portfolio with "beer and potato stocks" because inferior goods do better in a down market. Pawn-brokers (America Investments), bibles (Thomas Nelson), cable television, and cigarettes should do well in a recession. Laid-off people have more time to smoke or sit in the local pub. Within individual industries, if one firm is strong, a recession is an opportunity for the leader to increase market share. Marginal firms will not survive.

After you meet your emergency needs, look for investments that can beat the recession and inflation. Look for firms with low debt, a dividend yield of four percent plus, price/earnings ratio of 12 or less with steady to increasing sales, for example, telephone, utilities, medical supplies, pharmaceuticals, maybe GE and IBM, and high-yield energy stocks such as British Petroleum or Occidental. Consider waste management stocks and combinations such as gold and zero-coupon bonds (one's gain offsets the other's loss depending on interest rate charges and inflation changes). Consider the impact of having convertible bonds.

7. Protect your assets.

Safeguard your earning power by upgrading your education, keeping yourself healthy, and investing in disability insurance. Protect your home with fire and liability insurance. Preserve your investments with a diversified portfolio, maybe including international funds as a hedge against a major US recession. Lastly, at least protect your estate by having an up-to-date will. Thirty percent of the Bryant alumni that I talk with fail to have a suitable will to meet their goals.



Get a second opinion

It's always important to get a second opinion on how to handle a recession. Never believe 100 percent of the statements of any one financial planner. Consult several authorities and take what is appropriate for your situation from each one. For example, the January 1991 issue of Kiplinger's *Changing Times* has several feature articles on "Good Moves for Tough Times." *Money* has had two recent special issues on this topic. *Fortune's* November 5, 1990 issue was devoted to "How to Manage in a Recession." Then author Ravi Batra, who spoke on what to do in the next recession at Bryant College in 1989, has an excellent gloom and doom book, titled "Surviving the Great Depression of 1990."

Don't panic

In summary, if you're facing a financial crisis, don't sell your assets rashly, stop buying nonessentials, and if necessary get credit/debt counseling. Don't sell your house in 1991; if mortgage payments are a problem, contact the mortgage lender in advance. And if you have to, borrow from life insurance, loot the 401K or IRA account, and in general avoid bankruptcy.

Often people who lose their jobs take their severance pay and use it to pay off their mortgages. But that's a panic response reflecting fear of losing their homes, when building up liquidity is a much better use of severance payments.

Except for defense, real estate, and high tech, I'm banking on a mild recession in New England. The falling dollar is improving exports, the free-trade agreement with Canada is helping Rhode Island, and interest rates are now declining.

Lastly, remember that cash is king. The best preparation for a financial crisis is a large savings cushion and low monthly debt payments.



Professor of Finance Chantee Lewis is a frequent author and speaker on financial planning. A consultant to private industry, he has held key management positions in research organizations and is a general partner in several small business ventures.

Lewis, who has been a member of the Bryant faculty since 1981, has taught at the Naval War College, Salve Regina College, and the University of Rhode Island.

SURVIVING SUGGESTIONS*

- Diversify
- Retrench
- Manage your cash
- Select your bank with care
- Avoid real estate
- Include precious metals and gemstones in your portfolio
- Protect your assets
—with liquidity you can gain from a recession

*From "Surviving the Great Depression of 1990" by Dr. Ravi Batra

Five Named to Athletic Hall of Fame

Five individuals who have played major roles in Bryant athletics for nearly 60 years have been selected as the 1991 inductees to the Bryant College Athletic Hall of Fame.

The new Hall of Fame members are Clarence Jarvis '36, a longtime supporter of the Bryant athletic program; David Sorafine '76, former All-American basketball player; Mark Jolly '77, two-time captain of the Bryant varsity hockey team; Judith (Watson) Olmstead '81, one of Bryant's first outstanding female varsity athletes; and Robert Else '65, a former varsity team manager and intramural director who has been honored for his work with youth athletic groups in his Connecticut hometown.

The five will be honored at the Athletic Hall of Fame dinner on Saturday, May 4, in the Bryant Center. The new inductees will increase the total Hall of Fame membership to 33.

Clarence Jarvis was an outstanding athlete during his collegiate days when Bryant did not have an extensive formal varsity athletic program. A semi-professional baseball player and amateur basketball player, Jarvis has taken an active role in helping the development of Bryant's varsity athletic programs over the past two decades. The College's new fitness and weight training center, used by all varsity teams, was named in his honor this past fall.

Mark Jolly was captain of the Bryant varsity hockey team in both 1976 and 1977. In 1976 he directed the Indians to the ECAC Division III championship, in only their second year of varsity competition. A defenseman, Jolly came to Bryant after an outstanding high school career at Burrillville (RI) High School.

Dave Sorafine ranks third on the all-time Bryant basketball scoring list. In four seasons from 1972-76, the 6-11 center scored 1,854 points. The production places him behind only Tom Smile '68 and Ernie DeWitt '82, both Hall of Fame members.

Judy (Watson) Olmstead held the record as Bryant's all-time leading women's basketball scorer from 1980-83. During her athletic career at Bryant from 1977-81, she scored 711 points in only 66 games. Olmstead led the young Bryant women's program to its first winning season in 1978 and to a second winning season in 1979. She currently ranks 12th on Bryant's all-time women's scoring list.

Although he never donned a baseball or basketball uniform, Bob Else played a key role in the development of the young Bryant

No Scholarships, No Course, But Bryant Has Title



(Front row, left to right) Bob Bigonette '92, Pat Gould '93, Scott Tretheway '92, Chris Congdon '93, Paul Grondahl '92, Gregg Hedstrom '93, (back row, left to right) Dan West '92, Eric Cerrone '94, Mike Spencer '93, Ray Smith '93, Jan Martell '94.

There are no scholarships. There isn't even a golf course the players can call home. But the Bryant College golf team has something 98 other college teams would love—the 1990 ECAC championship trophy.

The Indians, under the direction of veteran coach Archie Boulet, captured the ECAC title on October 14, as they edged Hartford and Maryland in the 36-hole tourney at Shawnee Country Club in Shawnee, PA.

The Bryant title marked the first time a Rhode Island college has won the crown in the 30-year history of the ECAC tourney, one of the largest amateur golf tournaments in the country. It begins with 98 teams and over 500 golfers competing in five area qualifying tournaments. A total of 19 teams and 120 golfers earned berths in the championship tourney.

Bryant, an NCAA Division II school, was the only non-Division I team among the top seven team finishers. It also was the first

time in five years a non-Division I college has won the title.

The Indians, who were in third place after the first round of the ECAC tourney, fired a final round, four-player total of 295 on the final day of play for a one-stroke margin over Hartford (592-593) and a six-stroke advantage over Maryland.

Chris Congdon '93 of Foxboro, MA, and Paul Grondahl '92 of Worcester, MA, led the Indians with two-round totals of 147, tied for fourth overall. Scott Tretheway '91 of Walpole, MA, and the defending New England individual champion, was seventh overall with a 148. Bob Bigonette '92 of Lincoln, RI, finished 15th with 150.

Boulet is the only coach in the 27-year history of the Bryant golf program. The most famous graduate of his program is Jim Hallet, '83 the former five-time New England collegiate champion, who surpassed the \$200,000 PGA season earning mark at the Las Vegas International Tournament last October.

varsity athletic program in the early '60s. As manager of both teams, he was responsible for many of the day-to-day operations that couldn't be handled by the part-time coaches. In addition to his work with the varsity teams, Else also had responsibility for the entire Bryant intramural athletic program. Over the past two decades he has been actively involved with youth athletic programs in his hometown of Cheshire, CT.

For more information regarding the Hall of Fame dinner, contact the Bryant Athletic Office at 401-232-6070 or 401-232-6072.

Boulet Named Coach of the Year

Bryant golf coach Archie Boulet was selected the men's sports coach of the year by Words Unlimited, the Rhode Island association of sportswriters and sportscasters. He was honored at the 46th annual Words Unlimited awards dinner on February 24. Boulet had his most successful year in 1990. The Indians won both the New England championship and the ECAC title.



Be a mighty oak to a young acorn.

Making a successful transition from Bryant College into the business world requires preparedness and career planning. The Office of Career Services at Bryant College sponsors an innovative program called the **Alumni Career Network**. The network is composed of Bryant alumni involved in programs designed to help students prepare for their future. With a variety of options to choose from, you can become involved in:

Careers in... Series: Return to campus to speak to students about your career in... and to share your experiences.

Telephone interviews: An over-the-phone source of information for students who have questions about a particular career field.

Student visitations: Meet with students at your place of employment to answer questions students have about your career field.

You have the experience and expertise that Bryant students need. Interested? Simply fill out and return the form below to: **Office of Career Services, Bryant College, 1150 Douglas Pike, Smithfield, RI 02917-1284**. Join the Alumni Career Network-mighty oaks helping young acorns grow.

- ☐ Careers in... Series ☐ Student visitations
☐ Telephone interviews

NAME _____

CLASS YEAR _____

MAJOR _____

DEGREE _____

JOB TITLE _____

BUSINESS NAME _____

BUSINESS ADDRESS _____

PHONE _____

The Bryant Alumni Career Network



ALUMNI NEWSMAKERS

Alumni Association Executive Board Officers 1990-91

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Vice President:
Nicholas Puniello '80

Vice President:
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Kenneth J. Sousa '87MBA+
Roland P. Talbot '39
* Steven Townsend '76, '80MBA=
Alan S. Wardyga '77, '84MBA**
William White '91++

* Non-Voting Member

** Past Association Member

= Alumni Trustee

+ Graduate Alumni Council President

++ Student Alumni Association President

* Faculty Representative

= Student Senate President

TRANSACTIONS

'21 Mary DeSilva of Seekonk, MA, is a 67-year member of the Seekonk Grange as well as the organization's current secretary. Mary is also a member of the East Providence, RI, Business and Professional Women's Club.

'34 Evelyn (Burr) Long '57 hopes to see all of her Sigma Iota Chi sisters from 1941 and prior at the Loyal Guard Luncheon on Saturday, June 8, 1991.

'42 William J. Sheehan of Harmony, RI, received an award of merit for outstanding service from the Rhode Island Bar Association. Bill is a retired partner of Adler, Pollock, and Sheehan of Providence, RI.

'43 Alice Brickach of Pawtucket, RI, was a member of the Pawtucket Bicentennial Committee, petitioned successfully to have a statehood commemorative stamp issued, and gave testimony at a US Senate Foreign Relations Committee special hearing.

'44 Virginia (Crawford) White of North Kingstown, RI, was named administrator of the Post Road Mobile Home Park, a subsidiary of Baldwin Investments, Inc., in Nashua, NH.

'46 Colette Dickey of Camden, ME, works as a volunteer for Knox-Lincoln Counties Extension Association as a literacy volunteer in Maine state prisons.

'47 Kathryn (Quinn) Coletta of Coventry, RI, is office manager at Paul R. Coletta, CPA, in Coventry, RI.

H. Constance (Leczmar) Czelusniak of Southampton, MA, retired recently as secretary of the Smith College Alumnae Association.

'48 John E. Sadowski is the inventor of the Tee-Plus, a new patented golf tee that helps golfers drive a straight ball. John is employed at Denis Enterprises, Inc., and resides in Dearborn Heights, MI.

'50 Ernest Corvese Jr. has retired from Rhode Island Hospital Trust National Bank after 35 years. He was head of estate settlement and first vice president in the trust department. Ernest is now self-employed and resides in Narragansett, RI.

Anthony J. DiBisio of Farmington, CT, retired from General Electric Co. in Plainville, CT, after 33 years as senior industrial engineer.

John G. Munro Jr. of Bedford, TX, and **Frank Mack** of Walpole, NH, met for the first time in 40 years at a conference in Tucson, AZ. John heads up the external quality assurance review program for the southern region of the Department of Veterans Affairs. Frank is an administrative surveyor for the Joint Commission on Accreditation of Health Care Organizations.

'51 Samuel C. Lauricella is retired and living in Tucson, AZ.

'53 Richard F. Sylva of Bowie, MD, has retired from the National Security Agency.

'55 Lorna (Burton) Avritch of Bristol, CT, is chairman of the Division of Office Technology at Briarwood College in Southington, CT.

John P. Guernsey of Tampa, FL, is a motor fuel tax auditor for the State of Florida.

'56 Robert R. Cardi of Warwick, RI, was named controller for Pilgrim Screw Corporation of Providence, RI.

'57 Joseph N. Cugini of Westerly, RI, was featured in the July/August 1990 issue of *Dimensions - The Insurance Business Magazine* from CUNA Mutual. Joe is president of the Westerly Community Credit Union.

Nancy (Hakanson) Hoffman of Lauderhill, FL, is the controller at Restore, Inc., in Ft. Lauderdale, FL.

'59 Michael J. Carreira of Tiverton, RI, was promoted to vice president of New Bedford operations at Cornell-Dubilier Electronics in New Bedford, MA.

'60 Marilyn (Kennedy) Charleson of Riverside, RI, was promoted to elementary principal for Main and Child Street Schools in Warren, RI.

'63 Robert J. Auclair of Johnston, RI, was appointed to his fourth term as chairman of the business administration department at Providence College in Providence, RI.

Evelyn (Olsen) Cooke of Mystic, CT, has passed the Connecticut Uniform Examination for certified public accountants and is a staff accountant with Doherty, Beals, & Banks, P.C. of New London, CT.

Thomas E. Leahy of Southfield, MI, founded Proof Financial Services, a full service independent accounting, insurance, and investment firm in Lathrup Village, MI.

'64 Patricia (Raymond) Barber of Bolton Valley, VT, is a sales manager at StoweLake Resort in Stowe, VT.

David Dahlen of Warminster, PA, retired from the US Navy Supply Corps in October 1989 and is now the senior analyst at Information Spectrum, Inc., in South Hampton, PA.

Arthur English of Little Rock, AR, received a national award for Outstanding Contribution to the Bicentennial of the Constitution for lecture series and monograph entitled: "The Future of the Constitution." Arthur is a faculty member at the University of Arkansas in Little Rock.

'65 Diane E. Bara of Cumberland, RI, has reached her 25th year in the plastic division sales department of Teknor-Apex Company in Pawtucket, RI.

C. David Lasher of Raleigh, NC, was named director of human resources for Harris Corporation's military and aerospace division in Melbourne, FL.

'66 Lorraine (Hemond) Murphy of Woonsocket, RI, is the receptionist at Mount Saint Charles Academy in Woonsocket.

'67 George F. Barnes of Huron, OH, was elected to the board of directors at Third National Bank. George is president of Displayco Midwest, Inc., of Sandusky, OH.

William J. Conaty of North Andover, MA, was named vice president-aircraft engines human resources operations at General Electric of Lynn, MA.

'68 Barbara (Markiewicz) Knox of Schenectady, NY, is working for John R. Zongrone Agency of Schenectady as manager of personal lines insurance.



left to right:

John Munro Jr. '50

Frank Mack '50

C. David Lasher '65

Bruce R. Rinebolt '73

'69 Donald E. Cragan of North Grafton, MA, was appointed controller of MacNeill Engineering Company of Marlboro, MA.

Walter E. Edge Jr. of Cumberland, RI, was named a partner at Parmelee, Bacon & Edge of Warwick, RI.

Benjamin M. Meyer of Rockville Centre, NY, was appointed sales representative for Canandaigua Wine Company of Astoria, NY.

Lt. Col. John A. Pereira, of Lawton, OK, retired from the US Army with more than 21 years of service.

'70 Joseph S. DeFusco of North Providence, RI, was appointed vice president in charge of sales and customer service for E.L. Freeman Office Products of East Providence, RI.

'71 Kevin J. Fitzgerald of Providence, RI, is treasurer of the city of East Providence.

Elizabeth (Doyle) Kortright of Syracuse, NY, was promoted to assistant manager-answerline department of On Bank in Syracuse.

Carol (Zannini) Raymond of South Weymouth, MA, has established her own confidential secretarial service called "My Secretary" in South Weymouth.

'72 Gary B. Hopkins of Yardville, NJ, was appointed senior vice president of operations for the *Business Week* Magazine Group of McGraw-Hill, Inc., of New York City, NY.

John S. Ribezzo of Cranston, RI, has had several articles on accounting and a book review published. John is a faculty member at the Community College of Rhode Island.

'73 Robert W. Juskowiak of Englewood, CO, was promoted to account manager in the containerboard packaging division of Weyerhaeuser Paper Company of Portland, OR.

Bruce R. Rinebolt of East Providence, RI, a buyer in the purchasing department at Bank of New England/Old Colony, is working at United Way of Southeastern New England as a "loaned executive."

Thomas P. Tatro '76MBA of Harrisville, RI, was appointed Harrisville School Department business manager.

'74 Randy Anagnostis of Durham, CT, led a workshop titled "Marketing in a Difficult Economy—How to get your Piece of a Smaller Pie" at the "Build Boston '90" convention.

Richard P. Barton of Baldwin, MD, was named director of Maryland's state forests and parks.

Valerie (Zavoda) Glancey of Lake Saint Louis, MO, was elected to the 1991 Employee Relocation Council Board of Directors. Valerie is area manager - relocation/personnel administration for Southwestern Bell of St. Louis, MO.

William E. Marsland III of Rumford, RI, was appointed third controller for Almac's, Inc., in East Providence, RI.

'75 Bruce Boucher of East Millinocket, ME, was promoted to corporal in the Brunswick, ME, Police Department.

Jeanne (Previte) Corvese of Cranston, RI, was named vice president in charge of data processing for the Rhode Island Credit Union League in Warwick, RI.

Jessica (Morookian) Desrochers of Woonsocket, RI, was named personnel aide for the City of Woonsocket.

Jon P. Millman of Sharon, MA, was promoted to senior regional sales manager of Salem Screen Printers in Salem, MA.

Robin (Littlefield) Morel of North Smithfield, RI, was named secretary-receptionist in the Office of Alumni Relations at Bryant College, Smithfield, RI.

'76 Bruce N. Alexander of Warwick, RI, was named treasurer of the City of Warwick.

John L. Garceau of Seekonk, MA, was elected 1990-91 president of the Rotary Club in East Providence, RI.

Elizabeth Monahan of Pascoag, RI, joined the operating committee of the Pascoag Fire District.

'77 Stephen Morris of Warwick, RI, was promoted to materials manager at Amtrol, Inc., in West Warwick, RI.

Harry H. Neumann Jr. of Ridgefield, CT, was elected president of the Connecticut Association of Realtors for 1991.

James S. Ruthowski of Pawtucket, RI, was appointed lieutenant in the Central Falls, RI, Police Department.

'78 Scott T. Avery of Burlington, CT, was promoted to product manager-managed care of the employee benefits division at Hartford Life Insurance in Hartford, CT.

Ronald A. Ciesluk '80MBA of Plymouth, MA, was hired as director of finance by Kao Infosystems Company of Holden, MA.

Paul Keily of West Hartford, CT, formed Mulholland & Keily, a law firm in Wethersfield, CT.

Donna Lampen-Smith of Rochester, NY, is assistant dean for undergraduate affairs in the College of Engineering and Applied Science at the University of Rochester.

Michael Rosadini of Glastonbury, CT, senior manager at Ernst & Young in Hartford, CT, was elected recording secretary of the Healthcare Financial Management Association.

'79 Cynthia (Sheehan) Atkinson of Durham, CT, is self-employed as a systems design consultant.

Gary M. Della Posta and Dennis G. O'Connell both of East Sandwich, MA, have formed Della Posta & O'Connell. Certified Public Accountants and Business Advisors in Falmouth, MA.

Mary Jane Lenon of Swansea, MA, received her doctorate from the University of Connecticut. She is a faculty member at Providence College in Providence, RI.

'80 Steven A. Franchetti of Cranston, RI, was appointed vice president of the Marquette Credit Union in Woonsocket, RI.

Gary L. Sippin of Monroe, CT, was elected president of the Monroe Chamber of Commerce. Gary is vice president of Sippin Brothers Oil Company of Monroe.

Joanne L. Tattersall of Adams, MA, is site manager for the Wingate Management Company in Springfield, MA.

'81 Louis A. Gabriele of Cranston, RI, passed the Rhode Island CPA exam and is a senior accountant at Ward, Fisher, & Company CPA firm of Providence, RI.

Charles A. Gagne of Cumberland, RI, was promoted to lieutenant colonel in the US Army Reserve and to deputy director of planning administration for the city of Woonsocket, RI.

Frank J. Masotta of Concord, CA, was promoted to corporate director of information systems at BEI Electronics in San Francisco, CA.

Peter S. Parisi of Providence, RI, was promoted to treasurer of Almac's, the supermarket chain headquartered in East Providence, RI.

Frederick Utley of Jamestown, RI, was named a partner in the CPA firm of John W. Clegg and Company of Warwick, RI.



left to right:

William J. Conaty '67

Stephen R. Morris '77

Leah E. Edge '84

Kenneth J. Kelly '84

'82 Alan B. Feldman of Voorhees, NJ, is a systems analyst at PHH US Mortgage Corporation in Cherry Hill, NJ.

Dale Hamilton of Brunswick, ME, was promoted to sergeant in the Sagadahoc County Sheriff's Department in Bath, ME.

Ellen (Ford) Knizeski of Norwich, CT, was promoted to assistant vice president in the human resources division of Connecticut National Banks in Hartford, CT.

Steven Lacroix of Pawtucket, RI, was promoted to assistant vice president in the consumer delivery group of Fleet Bank's product and services department in Providence, RI.

Linda M. Mariorenzi of Marion, MA, was appointed marketing manager at UA-Columbia Cablevision in North Attleboro, MA.

Brenda (Grahn) Wurtz of Danbury, CT, was promoted to director of real estate for Fisher Camuto/9 West Shoes in Stamford, CT.

'83 John P. Aiello '87MBA of Charlton, MA, was promoted to accounting officer in the comptroller's division, corporate staff, at State Street Bank and Trust Company in Boston, MA.

Maureen (McGuinness) Ennis of Troy, OH, was named senior staff accountant for the Children's Medical Center in Dayton, OH.

Joseph C. Fischer of Norwood, MA, returned from The Netherlands after completing a 14-week internship with ICI Holland BU. He is a student in the MBA program at Babson College.

Philip B. Hopkins of Vernon, CT, joined Connecticut National Bank as a systems officer at the Shawmut Mortgage Company in West Hartford, CT.

Henry May of Providence, RI, was named division manager of mailing requirements for the US Postal Service in Providence.

'84 Leonard J. Camara of Somerset, MA, owns his own computer consulting business, LJC Limited, in Somerset.

John F. Chandler of Walpole, MA, was promoted to sergeant in the Foxboro Police Department in Foxboro, MA.

Leah E. Edge of North Providence, RI, was promoted to audit manager at Parmelee, Bacon and Edge accounting firm in Warwick, RI.

Kenneth J. Kelly of Hopedale, MA, was promoted to manager in the information technology audit services practice in the Boston office of Coopers & Lybrand.

Paul E. Marro of Greenville, RI, was named assistant vice president at Fleet Credit Corp. of Providence, RI.

Robert M. Sormanti of Warwick, RI, rejoined Old Stone Bank of Providence, RI, as assistant vice president in the commercial banking group.

Robert T. Spellerberg of Linden, NJ, was promoted to vendor relations manager at Saks Fifth Avenue in New York, NY.

'85 Patricia (McDonald) Boucher of Warwick, RI, was promoted to partner at Parmelee, Bacon and Edge accounting firm of Warwick.

E. Elizabeth Carter-Gosselin of Fairfield, CT, completed her MBA degree in marketing management at City University of New York's Bernard F. Baruch College in New York City.

Scott M. Flynn of New Britain, CT, was promoted to spirits on-premise market supervisor at Brown-Forman Beverage Co. in New Haven, CT.

Denise (Lovett) Hamilton of Brunswick, ME, is an office manager at Houses and Barns by John Libby in Freeport, ME.

Stephen C. Oliver of Bristol, CT, was elected accounting officer at Northeast Savings of Hartford, CT.

Nicholas Scata of Glastonbury, CT, was appointed accounting manager for Schnidman and Co. of Hartford, CT.

Keith Schneider of Bellvue Hill N.S.W., Australia, was promoted to national sales and marketing director at Russ Berrie & Co., Australia Pty., Ltd.

Donna (Ferri) Stephens of Warwick, RI, became a manager with Donovan Travel of East Greenwich, RI.

Nancy (Murphy) Woodruff of Groton, CT, received a MS degree in mathematics from Connecticut College. Nancy is a mathematics teacher in the Stonington, CT, school system.

'86 Robin Amaral of Providence, RI, was promoted to assistant vice president and branch manager at Old Stone Bank in Cranston, RI.

Robert P. Brown of Framingham, MA, was elected assistant treasurer of John Hancock Capital Corporation in Boston, MA.

Michael Bunker of Seekonk, MA, graduated magna cum laude from the New England School of Law in Boston, MA. He is a sergeant with the North Attleboro, MA, Police Department.

Bruce M. Green of Norwalk, CT, was appointed marketing trainee at Westchester Restaurant Supply Co., in Elmsford, NY.

Tammy J. Jervas of Monterey, MA, has opened Tamarack Catering Services at Bousquet Ski Area in Pittsfield, MA.

Beth (Souza) Saccoccio of Cranston, RI, was promoted to assistant controller at PM Industries, Inc., in Providence, RI.

Barbara (Sullivan) Stasiukevicius of Norfolk, MA, is the senior conversion consultant for national accounts at Automatic Data Processing in Waltham, MA.

Kazimieras V. Stasiukevicius of Norfolk, MA, was named a partner with the law firm of Anderson, Watts & Stasiukevicius in Lexington, MA.

'87 Stephen C. Attar of Riverside, RI, was accredited by Investors Diversified Services in Minneapolis for personal finance planning.

Joseph Carter Jr. of Mansfield, MA, was promoted to supervisor - financial control at T. J. Maxx in Natick, MA.

Robert F. Collins of Attleboro, MA, was named assistant vice president in the commercial loan department at Attleboro-Pawtucket Savings Bank in Attleboro.

Maureen A. O'Donnell of Port Washington, NY, appeared in the October 22 issue of *Time* in a Northwestern Mutual Insurance advertisement for placing seventh of all sales agents in 1989-90.

'88 Cynthia (Brodeur) Doyle of Somerset, MA, has been certified by the Board of Accountancy of Rhode Island.

Karen (Sylvia) Perry of East Providence, RI, was promoted to senior accountant at Murphy & Co. of Providence, RI.

Peter J. Wright of St. Johnsbury, VT, is a teacher at St. Johnsbury Academy of Vermont as well as dorm proctor, cross country coach, freshman boys' basketball coach, and junior varsity baseball coach.

'90 John D. Claypoole of Rocky Hill, CT, is an underwriting trainee with Transamerica Corp. in Hartford, CT.

Carie A. Smith of North Providence, RI, a branch manager trainee at Old Stone Bank, is working at United Way of Southeastern New England as a "loaned executive."



left to right:
 Patricia A. Boucher '85
 Scott Flynn '85
 Robert F. Collins '87
 Carle Ann Smith '90

GRADUATE TRANSACTIONS

'76 Ray Hopkins of Little Compton, RI, teaches at Fisher College in Fall River, MA.

Edmond A. Perregaux Jr. of Fairhaven, MA, was named chairman of the non-profit division of this year's fundraising campaign for the United Way of Greater New Bedford, MA.

'77 Dennis L. Desmarais of Pawtucket, RI, was elected president and chief executive officer of Bay Loan and Investment Bank in Providence, RI.

'78 Joseph Beretta of Lincoln, RI, was named vice president of the Robinson Green Beretta Corporation of Providence, RI.

Thomas M. Remo of Monroe, NY, was appointed financial analysis manager at Nepera, Inc., in Harriman, NY.

'83 Karen (Monti) Flynn '88CAGS was appointed assistant vice president in the management reporting department of Fleet Bank in Providence, RI.

Frances M. Sordellini of Cranston, RI, was promoted to executive vice president of Rhoner, Inc., and affiliates: ETO Sterilization, Inc., Cosmed Sterilization, Inc., and Baltimore Quality Assurance, Inc., of Lincoln, RI.

Christian Troiano of Cumberland, RI, was appointed director of material management at Brockton Hospital in Brockton, MA.

'84 Raymond A. Arpin of Dayton, OH, was promoted to manager of the Midwest region for computer integrated manufacturing and computer-aided acquisition and logistics support at EDS, a subsidiary of General Motors, in Dayton.

'85 Timothy Adams of Bangor, ME, was promoted to senior accountant for Berry, Dunn, McNeil & Parker CPAs of Bangor, ME.

Nancy (McIntosh) Bordeleau of Cranston, RI, established and is president of Human Services Consultants of Cranston.

'86 Robert McSparren of Ewing, NJ, participated in the national finals of the Volvo Amateur Tennis League in San Antonio, TX. Robert is the cardiology market manager for Squibb Diagnostics in Princeton, NJ.

Kathleen M. O'Leary of Cumberland, RI, was appointed director of marketing with Cara, Inc., of Warwick, RI.

David Satioff of Pawtucket, RI, was named a fellow of the International College of Cranio-Mandibular Orthopedics.

Lori Swanholm of East Greenwich, RI, was promoted to commercial loan officer at Eastland Bank in Woonsocket, RI.

Frank J. Williams of Hope Valley, RI, was inducted into the Cranston 1990 Hall of Fame.

'87 Patricia B. Auerbach of Providence, RI, was named public information representative for Eastern Edison Company's Fall River, MA, division.

Robert V. Girasole of East Greenwich, RI, was appointed assistant professor of management at Salve Regina College in Newport, RI.

Frank T. Sciuto of Lincoln, RI, was promoted to partner in the private business department of Finkel, Di-Santo, Fine & Co. of Providence, RI.

MERGERS

Eleanor Rennie '49 to Jack Cohen in June 1990; they reside in South Windsor, CT.

Richard S. Daniele '62 to **Kathleen Perri '71** on August 6, 1990; they reside in Stonington, CT.

Leroy Owens Jr. '72 to **Mozelle Avery** on May 26, 1990; they reside in West Haven, CT.

Nancy P. Luke '75 to **John Zimmerman** on June 23, 1990; they reside in Salem, MA.

Janice Debiasi '76 to **Jay Ginsberg**; they reside in Stonington, CT.
Thomas A. Iacobucci Jr. '76 to **Nancy Hoyle** on October 20, 1990; they reside in Warwick, RI.

Karen Integlia '77 to **Mark Leach** on July 1, 1990; they reside in Providence, RI.

Richard E. Boyce '78 to **Louise Wardrip** in October 1990; they reside in West Warwick, RI.

Steven I. Dinerman '78 to **Esther Berson** on May 13, 1990; they reside in Cranston, RI.

Wayne (Manny) Fernandes '78 to **Suzanne Satterthwaite** on September 28, 1990; they reside in Mission Viejo, CA.

Angela M. Gesualdi '78 to **James Thomson** on September 30, 1990; they reside in Smithfield, RI.

Joel Gardner '79 to **Doreen Shawver** in August 1990; they reside in Smithfield, RI.

Lorraine L. Breister '80 to **Russell Rackliffe** on May 5, 1990; they reside in Old Saybrook, CT.

Thomas E. Kaminski '80 to **Elaine Forczyk** in September 1990; they reside in Tiverton, RI.

Melanie J. Waldron '80 to **John DiPersio** on October 20, 1990; they reside in Framingham, MA.

John S. Camper '81 to **Pamela Bousquet** on October 6, 1990; they reside in Warwick, RI.

Pamela Johnson '81 to **Jesse Cabrera** on August 3, 1990; they live in Wallingford, CT.

Mara A. Martinelli '81 to **Dennis DeVona** in October 1990; they live in Providence, RI.

Beth Ann Raucci '81 to **William Gambardella** on September 14, 1990; they reside in West Haven, CT.

Anthony DeCrescenzo Jr. '82MBA to **Mary Commendatore** on May 19, 1990; they live in Riverside, RI.
Lynn L. Erickson '82 to **Brian Conville** in August 1990; they reside in West Boylston, MA.

Laurent E. Lamothe '82 to **Cheryl Duquette** on September 7, 1990; they reside in Warwick, RI.

Amy J. Peloquin '82 to **Donald Duval** in October 1990; they reside in Woonsocket, RI.

Patrick G. Reddy '82 to **Joan McKenna** in August 1990; they reside in Providence, RI.

Paul H. Brousseau '83 to **Maureen Gavin** on May 5, 1990; they live in Warwick, RI.

Cyndy L. Costey '83 to **Todd Sun** on June 9, 1990; they live in Marlborough, CT.

Stephen M. DiLucia '83, '89MBA to **Gloria Aranki** in August 1990; they reside in Johnston, RI.

Linda A. Justynski '83 to **Hermano Tavares** on September 16, 1990; they reside in East Providence, RI.

John G. Mintz '83 to **Kathy Rinker** on July 28, 1990; they live in Annapolis, MD.

Jacqueline A. Pirone '83 to **David F. White '83** on November 18, 1989; they reside in New Canaan, CT.

Paul B. Remy Jr. '83 to **Joan Didier** on September 15, 1990; they reside in Hamden, CT.

Gayle J. Richard '83 to **Michael Sullivan** on October 13, 1990; they reside in East Taunton, MA.

Brian D. Swiszczy '83 to **Monique Lamothe** in July 1990; they reside in Cumberland, RI.



left to right:

Thomas M. Remo '78MBA

Robert McSparran '86MBA

Glen E. Bentley '84 to Kimberly Miller on June 2, 1990; they live in Newton, MA.

Raymond F. Bruzzese '84MBA, '89CAGS to Marilyn A. Solomon '90MST on October 21, 1990; they live in Johnston, RI.

Lesley Chesler '84 to Edward Macomber on June 16, 1990; they reside in Sterling, MA.

Edward M. Fish '84 to Christine Fonicello '87 on September 8, 1990; they reside in Westerly, RI.

Debra L. George '84 to John Barboza Jr. on June 23, 1990; they reside in Providence, RI.

Douglas S. Ginsberg '84 to Tammy Russell on June 24, 1990; they live in South Windsor, CT.

Michael A. Giuliani '84 to Cheryl Casbarro in November 1990; they reside in Johnston, RI.

Susan M. Graves '84 to David N. Barrett '87 in September 1990; they reside in West Warwick, RI.

Mark R. Jaquith '84 to Constance Johnson in October 1990; they live in Providence, RI.

Julie M. Martin '84 to Paul Fredette in August 1990; they reside in Woonsocket, RI.

Alison M. McMahon '84 to David Lurie on July 28, 1990; they reside in Niantic, CT.

Brian R. Terry '84 to Stephanie Fogli in June 1990; they reside in Cranston, RI.

L. Paul Tiberi '84 to Dana Gallucci in June 1990; they reside in North Providence, RI.

Kevin T. Vuono '84 to Colleen Marran on July 21, 1990; they reside in North Providence, RI.

Jeffrey E. Anderson '85 to Dawn Dupont in May 1990; they reside in East Providence, RI.

Gregory G. Barishian '85 to Maureen Donahue in October 1990; they reside in Pawtucket, RI.

Donna J. Boisvert '85 to Glen Woodard on September 30, 1990; they live in Rochester, NH.

Stephen P. Cahill '85 to Ann Griffin on August 11, 1990; they reside in Centerville, MA.

E. Elizabeth Carter '85 to Paul Gosselin on September 15, 1990; they reside in Fairfield, CT.

Janene L. Coughlan '85 to Robert Willsey on March 24, 1990; they reside in East Hartford, CT.

Paul F. Dench '85 to Elizabeth Crepeau on September 8, 1990; they reside in Cumberland, RI.

Lynn Ferrucci '85 to Kenneth Pickering on October 27, 1990; they reside in Warwick, RI.

Brian J. Furtak '85 to Lauren Wagner on July 8, 1990; they reside in Evanston, IL.

Leigh E. Herdecker '85 to Douglas Brown on October 27, 1990; they reside in Cranston, RI.

Paul King '85 to Roberta Conn in September 1990; they reside in Pawtucket, RI.

Elizabeth Letizia '85 to Ralph Rainone in August 1990; they reside in Johnston, RI.

Robert C. Matkowski '85 to Theresa Woloszynski '85 on October 6, 1990; they reside in Pawtucket, RI.

Martin J. Merritt '85 to Patricia Coelho '88 on July 14, 1990; they reside in Smith's Parish, Bermuda.

James P. Norwood '85 to Grace Ugarte on July 7, 1990; they live in Waterbury, CT.

Nicholas S. Scata '85 to Lisa Benoit on July 28, 1990; they reside in Farmington, CT.

Janice M. Vigliotti '85 to Robert Bryden on October 13, 1990; they live in Cheshire, CT.

James M. Wardick '85 to Sharon Hatcher in October 1990; they live in Providence, RI.

Robert M. Zinsky '85 to Lesley Witteman on July 13, 1990; they reside in Milford, CT.

Cheryl Abbateello '86 to Jack Maher Jr. on June 8, 1990; they reside in North Branford, CT.

Michael A. Alves '86 to Victoria Iglesias '87 in October 1990; they reside in Framingham, MA.

Caroline E. Briere '86 to Peter B. McDonald '86 in September 1990; they reside in Fall River, MA.

Carolyn Brown '86 to Brian Burke on October 6, 1990; they reside in Worcester, MA.

Glenn A. Carlson '86 to Elise A. Giammarco '86 on October 14, 1990; they reside in North Providence, RI.

Robin Collin '86 to Joseph Cutuli '87 on September 1, 1990; they live in Bristol, CT.

James C. Coppola '86MBA to Mona Meloni in May 1990; they reside in Warwick, RI.

Michael E. Criscione '86 to Susan Loux on October 20, 1990; they reside in Providence, RI.

Guy A. Giantonio '86 to Cynthia Fithian on June 9, 1990; they reside in New Britain, CT.

Edward R. Habershaw '86 to Lynne Taylor in October 1990; they live in East Providence, RI.

Rebecca J. Laz '86 to William Thompson on June 9, 1990; they reside in Middletown, CT.

Jon W. Lucas '86 to Darlene Bastien in October 1990; they reside in North Providence, RI.

Keith Murphy '86 to Heather Lester '88 on June 2, 1990; they live in Mansfield, MA.

Annette M. Palermo '86 to David McBride on July 7, 1990; they reside in Westwood, MA.

Steven C. Pasquarelli '86 to Marilyn Santucci on October 7, 1990; they reside in Pawtucket, RI.

George M. Pedro '86 to Susan Campbell on October 7, 1990; they reside in Seekonk, MA.

Celeste A. Petrarca '86 to Christopher Rheame on September 2, 1990; they live in Johnston, RI.

Raymond J. Tilton '86MBA to Mary Cafferky on September 22, 1990; they live in Warwick, RI.

Kristin M. Tomasso '86 to Paul Bertoncini in June 1990; they reside in Johnston, RI.

Deborah J. Turner '86 to Robert Fabrizio on October 6, 1990; they live in Land O Lakes, FL.

Lynn M. Viveiros '86 to Timothy Vallee on October 20, 1990; they reside in Colchester, VT.

Joseph M. Carter Jr. '87 to Beth Cecelya on May 12, 1990; they live in Mansfield, MA.

David A. Cozzens '87 to Joan F. Gennette '87 on June 2, 1990; they reside in North Attleboro, MA.

Dana R. Current '87 to Jane F. Wilson '88 on June 16, 1990; they reside in Ponte Verda Beach, FL.

Lynn A. Dagesse '87 to Peter Gauvin in August 1990; they reside in Woonsocket, RI.

Melinda A. Foss '87 to David A. Gilmore '87 on September 29, 1990; they live in East Providence, RI.

Christopher French '87 to Laura Mastrobattisto on July 27, 1990; they reside in Bristol, CT.

Paula M. Generali '87 to Steven Pezzullo on May 6, 1990; they reside in Coventry, RI.

Jane E. Gesner '87 to Ted Labouliere on March 31, 1990; they reside in Taunton, MA.

Beth A. Harvey '87 to Christopher Dicomitis on October 5, 1990; they reside in Warren, RI.

Jeffrey A. Krupa '87 to Laurie Hammond on June 30, 1990; they reside in Acushnet, MA.

Eric S. Leef '87 to Danielle Hathaway on August 11, 1990; they live in New Britain, CT.

Lisa M. Lemieux '87 to Joseph Lobo on May 25, 1990; they reside in Bristol, CT.

Glen A. Lonardo '87 to Deborah DiNobile on October 27, 1990; they reside in Johnston, RI.

Debra Mangaudis '87 to Daniel Kilcoyne in October 1990; they reside in Marlboro, MA.

Keri L. Paquin '87 to Peter Laurila on August 4, 1990; they reside in Pawtucket, RI.

Corleen S. Pillsbury '87 to James Iannazzi on June 23, 1990; they reside in Norwood, MA.



Joseph H. Lemieux '57

Joseph H. Lemieux was elected chief executive officer of Owens-Illinois, Inc., in September 1990. He has served as president and chief operating officer of the Toledo, Ohio-based company since 1986. Lemieux is originally from Providence, RI, and began his career with Owens-Illinois upon graduation from Bryant.

Owens-Illinois is one of the 30 largest privately-owned industrial companies in the US. The company has annual sales of about \$3.6 billion and is a worldwide leader in glass and plastic packaging and specialized glass products, and has a significant interest in long-term health care.

Karen G. Sacco '87 to Mark Smith on October 7, 1990; they live in Providence, RI.

Lisa St. Germain '87 to David Pickering on October 14, 1990; they reside in Wilbraham, MA.

Douglas A. Soucy '87 to Micheline Guy in November 1990; they live in North Providence, RI.

Denise A. Bria '88 to Jeffrey Baer on September 1, 1990; they reside in East Norwalk, CT.

Donna L. Broomhead '88 to Kenneth Hall on September 15, 1990; they reside in Uxbridge, MA.

Cheryl Bryden '88 to Thomas Crivellone on October 27, 1990; they reside in Providence, RI.

David A. Cannata '88 to Elizabeth White in June 1990; they reside in North Providence, RI.

Robin A. Carroll '88 to Charles Paul III; they reside in Wilmington, NC.

Martin J. Cormier '88 to Susan Prokop on April 21, 1990; they reside in Bridgeport, CT.

Steven C. Doire '88 to Elizabeth Oakes on October 13, 1990; they live in Warwick, RI.

Tammy E. Fisher '88 to Michael F. Murray '88 in August 1990; they reside in Cumberland, RI.

Timothy W. Fitzgerald '88 to Maria Riccardi on August 25, 1990; they live in Stratford, CT.

Lisa M. Ford '88 to Robert Wyman in September 1990; they reside in Warwick, RI.

Kimberly Hodgdon '88 to Richard Klaubert on October 12, 1990; they reside in Waltham, MA.

Brenda L. Horton '88 to Joseph Gagnon on October 20, 1990; they live in Union, CT.

Stephen Knob '88 to Charon Choquette '89 on October 6, 1990; they reside in Wappinger Falls, NY.

Deborah J. Levin '88, '90MST to Stephen Geremia in September 1990; they live in Saundertown, RI.

H. James Magee '88 to Margaret A. Mitchell '89 on June 2, 1990; they live in Manchester, CT.

Michael A. Marsh '88 to Kristine Tennett in October 1990; they reside in Fairfax, VA.

Amy McFarland '88 to Peter Rollins '89 on September 22, 1990; they live in Mansfield, MA.

Stephen D. Murray Jr. '88 to Leslie Niro in October 1990; they reside in Franklin, MA.

Robert Pavao '88MBA to Julie Habib on August 11, 1990; they reside in Pawtucket, RI.

Robert Pelletier '88 to Carolyn Perez on August 19, 1990; they reside in Pawtucket, RI.

David M. Ricci '88 to Judith Grimes on September 23, 1990; they reside in Cranston, RI.

Mark R. Rollins '88 to Tracy Jewett on June 23, 1990; they live in North Attleboro, MA.

Amy Salk '88 to James Rottenberg on October 27, 1990; they reside in Cranston, RI.

Gregory A. Smaldone '88 to Lisa Murphy on July 14, 1990; they reside in Taunton, MA.

Maryann Stare '88 to William Swift on May 5, 1990; they reside in Hopedale, MA.

Debra E. Winkler '88 to Robert Nolan on March 24, 1990; they reside in Oakdale, CT.

Susan A. Burns '89MST to Ralph Windle Jr. on October 14, 1990; they reside in Santa Monica, CA.

Kerry A. Burton '89 to Joseph V. Caracciolo '89 on October 27, 1990; they reside in North Attleboro, MA.

Christine S. Ceci '89 to William Hughes in May 1990; they reside in Plainville, MA.

David B. Fusari '89 to Roberta Bridgman on October 6, 1990; they live in East Haddam, CT.

Kevin M. Gould '89 to Colleen Passano on September 9, 1990; they reside in Pawtucket, RI.

Regina M. Oleski '89 to Ronald Kingsborough in May 1990; they live in Coventry, RI.

David E. Pezzullo '89 to Michele Ribbing on October 13, 1990; they reside in Cranston, RI.

Anthony C. Vescera '89 to Patricia Rondeau in May 1990; they reside in Providence, RI.

Diane M. Bernardoni '90 to Steven Westfeld on September 15, 1990; they reside in Charleston, SC.

Shawn E. Corrigan '90 to Geoffrey Judge on May 26, 1990; they reside in Rochester, NY.

Sharon E. Graves '90 to Paul Trask Jr. in September 1990; they reside in Coventry, RI.

Claudia J. LaFazia '90 to Peter Montaquila Jr. on October 28, 1990; they reside in Johnston, RI.

Anne M. Lagasse '90 to Normand Laramée in June 1990; they reside in Rumford, RI.

Helen M. Marszalkowski '90 to John Pagliaro on November 4, 1990; they reside in Providence, RI.

Joy M. Molack '90 to Kevin Noel in October 1990; they reside in Warwick, RI.

Susan E. Ramsay '90 to Michael Basile on September 1, 1990; they reside in Savannah, GA.

James R. Salemi '90 to Kathleen Gallagher in September 1990; they reside in Warwick, RI.

Michael J. Souza '90 to Michelle Jarbeau in October 1990; they reside in North Providence, RI.

Donna Swartz '90 to Paul Hartley on October 7, 1990; they reside in Esmond, RI.

Joseph M. Sylvia '90 to Karen LaRose on June 23, 1990; they reside in Atlanta, GA.

Steven D. Szilagyi '90MBA to Suzanne Ruest on September 22, 1990; they reside in Atlanta, GA.

ACQUISITIONS

Kelsey Ann to **Kathleen (Grimes) Gallant '73** and **Scott Gallant '73** in September 1989; they reside in Brentwood, TN.

Caitlyn Triche to **Mark E. Canon '75** and his wife, Claudette, on June 8, 1990; they reside in Richmond, VA. Eric Joshua to **Cheryl (Abrams) Levy '75** and **Robert A. Levy '76** on January 14, 1990; they reside in West Palm Beach, FL.

Brooke Ellen to **Craig T. Bogar '76** and his wife, Christine, on October 15, 1990; they reside in New Orleans, LA. Michael David to **Mary (Herbst) Duda '76** and **Daniel Duda '77** on April 25, 1990; they live in New Fairfield, CT.

Andrew Joseph and Kristina Anne adopted by **Patricia (Williams) Marcella '76** and **Albert J. Marcella Jr. '77**. They reside in Forsyth, IL. Brianna Lynn to **Gigi (Rodgers) Tappan '76** and her husband, Stan, on April 25, 1990; they reside in Marshfield, MA.

Allison Marie to **Laurie (Blair) Mockler '77** and her husband, Joseph, on March 27, 1990; they live in Warwick, RI.

Brooke Joanna to **Pamela (Wetmore) Neumann '77** and **Harry H. Neumann Jr. '77** on May 9, 1990; they live in Ridgefield, CT. Elizabeth Ashley to **Richard A. Pierson '77** and his wife, Julia, on September 12, 1990; they reside in Cranston, RI.

Emily Elizabeth to **Susan (David) Anderson '78MBA** and her husband, Richard, on August 21, 1990; they reside in Charlestown, MA. Michelle Leigh to **Kenneth Budd '78** and his wife, Ruthann, on April 14, 1990; they reside in Riverhead, NY. Nicholas Edward to **Jeanne (Haser) Lafond '78** and her husband, Ted, on August 15, 1990; they reside in Providence, RI.



James V. Rosati '72

In November, James Rosati was promoted to president and chief executive officer of Old Stone Bank, the principal subsidiary of Old Stone Corporation. A major reorganization places all of the Rhode Island bank's line functions under Rosati's direction.

Rosati joined Old Stone Bank in 1972 and handled various positions of increasing responsibility within the retail and commercial banking industries. From 1984 to 1989 he headed the bank's commercial banking group. Rosati became chairman of Old Stone's credit policy committee in 1989, and assumed responsibility for real estate investments and real estate development projects.

Jacqueline Sylena to **Gerald L. Brodeur** '79 and his wife, Paula, on April 29, 1990; they reside in Middletown, CT.

Kyle Andrew to **Mary Ann (Italiano) Cahoon** '79 and her husband, Jeffrey, on June 19, 1990; they reside in Westerly, RI.

Collin Riley to **Bruce A. Chudwick** '79 and his wife, Susan, on December 27, 1989; they reside in Farmington, CT.

Chelsea Nicole to **Eileen (Boutin) Deary** '79 and her husband, Paul, on May 8, 1990; they reside in Limerick, ME.

Andrew John to **Dianne (Levesque) Devereaux** '79 and her husband, John, on February 1, 1990; they reside in West Warwick, RI.

Erica Jillian to **Charles L. Fuld** '79 and his wife, Wendy, on October 15, 1988; they reside in North Easton, MA.

Jennifer Eve to **Fredell (Pasch) Goldberg** '79 and **Scott Goldberg** '79 on September 15, 1990; they reside in Sherman Oaks, CA.

Michael John to **Patricia (Pellitier) Jablonski** '79, '85MBA and her husband, John, on May 16, 1990; they reside in Tolland, CT.

Sarah Hall to **Kenneth Poyton** '79 and his wife, Colleen, on August 10, 1990; they live in Greenville, RI.

Erin Elizabeth to **Cindy (Pelletier) Healy** '80 and **John Healy** '80 on December 28, 1989; they reside in Longmeadow, MA.

Alexandria to **Thomas W. Moore** '80 and his wife, Maureen, on October 13, 1989; they reside in South Windsor, CT.

Patricia Maureen to **James M. Alber** '81 and his wife on August 13, 1990; they reside in Beacon Falls, CT.

Caroline Flynn to **Paul E. Connery** '81 and his wife, Keely, on September 15, 1990; they reside in Bellingham, MA.

Thomas Steven to **Laura (Stelmat) Gworek** '81 and her husband, James, on June 16, 1990; they live in South Windsor, CT.

Shannon Elizabeth to **Eric C. Hendrickson** '81 and his wife, Kathryn, on March 19, 1990; they reside in Marshfield, MA.

Christopher Michael to **Robert J. Loehr** '81 and **Margaret (Jantz) Loehr** '82 on May 4, 1990; they live in Columbia, MD.

Samuel John to **Lynn (Moriglioni) Lusardi** '81 and her husband, Peter, on August 12, 1990; they reside in Vernon, CT.

Kristen Constance to **Lori (Boustania) McLoughlin** '81 and **Drew McLoughlin** '81 on July 7, 1990; they reside in North Attleboro, MA.

Shelley Anne to **Deborah (Parker) Oleksy** '81 and her husband, Stanley, on August 14, 1990; they reside in East Douglas, MA.

Lindsay Elizabeth to **Sonya (Marazzo) Poplaski** '81 and her husband, John, on September 10, 1990; they live in Brick Township, NJ.

Shane Christopher to **Nancy (Rodrigues) Reardon** '81 and **Bruce Reardon** '81 on June 29, 1990; they reside in Norwalk, CT.

Brett Kenneth to **Frederick Uttley** '81 and his wife, Jean, on June 16, 1990; they reside in Jamestown, RI.

Alexandria Lynn to **Ronald J. Aucoin** '82 and **Patricia (Dumas) Aucoin** '83 on January 28, 1990; they reside in North Kingstown, RI.

Steven Jeffrey to **Jeffrey S. Bodak** '82 and his wife, Caroline, on February 13, 1990; they live in Johnston, RI.

Nicole Marie to **Richard Carriere** '82, '87MST and his wife, Louise, on August 20, 1990; they reside in North Smithfield, RI.

Rory Francis to **Rosemary (Crook) Greeley** '82 and her husband, Sean, on April 21, 1990; they live in Mendon, MA.

Elizabeth Marella to **James A. Hanson** '82 and his wife, Lissa, on June 12, 1990; they reside in Eagan, MN.

Phillip Brian to **Lori (Burstein) Konopka** '82 and her husband, Edward, on September 8, 1990; they reside in Shelton, CT.

Rachel Heather to **Helene (Levinson) Lener** '82 and her husband, Richard, on September 29, 1990; they reside in East Brunswick, NJ.

Alex Kenneth to **Donna (Scott) Nahigian** '82 and **Kenneth Nahigian** '82 on April 12, 1990; they reside in Cranston, RI.

Robert Allen to **Barbara (Wogisch) Reisig** '82 and her husband, David, on July 31, 1990; they reside in Plano, TX.

Joseph Anthony to **Annette (Calabro) Tufano** '82 and **Anthony Tufano** '82 on July 24, 1990; they reside in Providence, RI.

Michael John to **John P. Aiello** '83, '87MBA and **Paula (Mattero) Aiello** '84 on June 26, 1990; they reside in Charlton, MA.

Courtney Elizabeth to **Jeff Besse** '83 and **Karen (Labanaro) Besse** '84 on October 29, 1990; they reside in Somers, CT.

Samantha Kate to **Carolyn (O'Connell) Biltcliffe** '83 and her husband, Stephen, on July 15, 1990; they reside in Fall River, MA.

Peter Franklin to **Edward R. Brown** '83MBA and his wife, Geraldine, on May 11, 1990; they reside in Taunton, MA.

Matthew Aaron to **Steven Catrine** '83 and his wife, Nancy, on March 17, 1990; they reside in Fuquay-Varina, NC.

Jeffrey Edward to **Pamela (Souza) Dziura** '83 and **William Dziura** '83 on July 31, 1990; they reside in Swansea, MA.

Tara Elizabeth to **Robin (Jones) Taillie** '83 and her husband, John, on August 19, 1990; they live in Terryville, CT.

Emily Catherine to **Linda (Tivnan) Underwood** '83 and her husband, David, on June 15, 1990; they reside in Westboro, MA.

Derek Thomas to **Kerri (Hall) Vecoli** '83 and her husband, Thomas, on May 30, 1990; they reside in Pawtucket, RI.

Kristen Elizabeth to **Janet (Garvey) Allen** '84 and her husband, William, on November 27, 1989; they reside in Hackettstown, NJ.

Michael Douglas to **Susan (Schurr) Falcone** '84 and **Douglas Falcone** '84 on September 29, 1990; they reside in North Providence, RI.

Michael Ryan to **Suzanne (Lynch) Kranz** '84 and her husband, Mark, on September 2, 1990; they reside in Massapequa, NY.

Cullen John to **Michelle (Carrier) Murphy** '84MBA and her husband, Brian, on May 2, 1990; they live in Millis, MA.

Jessica Lin to **Joseph P. Spirko** '84 and his wife, Linda, on July 27, 1990; they reside in Bloomfield, CT.

Valentina Maria to **Michael Szlashta** '84 and **Lori-Ann (Bruzzeze) Szlashta** '85 on March 7, 1990; they live in Johnston, RI.

Declan Kennedy to **Patricia (Kennedy) Bell** '84MBA and her husband, Dan, on November 4, 1990; they reside in Wickford, RI.

Mark Joseph Jr. to **Jane (Dikdan) Pellecchia** '85 and her husband, Mark, on March 7, 1990; they reside in Lincoln Park, NJ.

Kayla Lynne to **Christina (Speropolous) Stanko** '85 and her husband, Steven, on April 14, 1990; they reside in Lynn, MA.

Kyle David to **Jean (McIntosh) Chapman** '86 and her husband, Wayne, on September 25, 1990; they reside in Lisbon, CT.

Nicholas Thurston to **Dawn (Lambert) Dawson** '86 and her husband, Brad, on September 7, 1990; they reside in Charlestown, RI.

Daniel John to **Susan (Gafner) Oliver** '86 and her husband, Mark, on August 18, 1990; they reside in Raleigh, NC.

Kelsey Riley to **Sharon (Riley) DeVoe** '87 and **R. Scott DeVoe** '87 on May 15, 1990; they reside in Plainville, CT.

IN MEMORIAM

| | |
|--------------------------------|--------------------|
| Constance R. MacDonald '20 | September 1990 |
| Mildred (Boodry) Dieges '33 | August 1990 |
| Kimball H. Sargeant '34 | September 1990 |
| Muriel (Wallace) Vincent '34 | November 1990 |
| Eileen (Sullivan) Pangborn '35 | August 1990 |
| Bertha (Gold) Schwartz '35 | September 9, 1990 |
| William J. Jordan '37 | July 9, 1990 |
| Madeleine (Taylor) Carney '38 | August 1990 |
| Gertrude (Kilguss) Hanf '38 | July 13, 1990 |
| Folke R. Anderson '41 | October 5, 1990 |
| Kathryn (McGuire) Crandall '41 | August 1990 |
| Michael Lada '41 | September 21, 1990 |
| Carl W. Lindquist '41 | August 24, 1990 |
| Rosemary (Gilroy) Brown '43 | May 26, 1990 |
| Nicholas A. Petrocelli '46 | August 1990 |
| Charles David '48 | August 1990 |
| Roberta (Baeny) Ferland '48 | August 7, 1990 |
| James P. Cullen '49 | November 1990 |
| James K. Davidson '49 | May 24, 1990 |
| John B. Dolan Jr. '49 | August 1990 |
| James W. Feeley '49 | September 20, 1990 |
| Carlton D. Sweet '50 | November 6, 1990 |
| Robert F. Pomfret '52 | September 1, 1990 |
| Robert W. Drane '57 | October 1990 |
| Charles Rivard '60 | October 1990 |
| George M. Tarapata '70 | September 7, 1990 |
| Thomas J. Ward '70 | September 13, 1990 |
| John G. Fonseca '72 | August 1990 |
| Raymond C. White '73 | October 1990 |
| Theodore J. Sklarski '76 | November 1990 |
| David J. DeQuattro '85 | October 24, 1990 |
| Alan G. Laverdiere '86MBA | August 26, 1990 |
| Richard S. Capalbo II '88 | September 25, 1990 |

Alumni Executive Board Needs Volunteers

The Executive Board of the Bryant College Alumni Association is looking for enthusiastic alumni who want to become active on the board—the governing arm of the Bryant College Alumni Association, a volunteer organization responsible for initiating and supporting services and programs for all graduates of Bryant College.

The Executive Board needs your input. If you are interested, please call Paula Iacono '69, director of alumni relations, at 401-232-6040.

Bryant Trivia Quiz

1. The *Archway*, Bryant's student newspaper, was first published in:
 - (a) 1935
 - (b) 1942
 - (c) 1946
2. In 1949, Bryant:
 - (a) moved to the East Side
 - (b) began admitting women
 - (c) was incorporated as a non-profit organization
3. One of the authors of the "Bryant Handbook for Secretaries" was:
 - (a) Joan Marsella
 - (b) Clarissa Patterson
 - (c) Louise Halstead Cronk
4. In 1972, Bryant College:
 - (a) established a women's varsity sports program
 - (b) eliminated the major in criminal justice
 - (c) welcomed William T. O'Hara as president
5. When Bryant first opened its doors in downtown Providence, the cost of tuition for the entire program was:
 - (a) \$50
 - (b) \$1,000
 - (c) \$15,000
6. When the first Greek Letter Dance was held at the Rhode Island Country Club in Barrington in 1939, music was provided by:
 - (a) Les Brown and his Blue Devils Swing Band
 - (b) Glenn Miller and his orchestra
 - (c) The Modernaires

Answers: 1 (b); 2 (c); 3 (c); 4 (a); 5 (a); 6 (a)



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